

HRM REPORT

HR Plan & Structure

For

OPERATIONALIZATION

Of

KHYBER PAKHTUNKHWA MINERALS DEVELOPMENT AND MANAGEMENT COMPANY LIMITED (KP-MDMCL)

(A Public Limited Company formed under the relevant provisions of the Companies Act, 2017)

SUBMITTED TO



MINERALS DEVELOPMENT DEPARTMENT

Government of Khyber Pakhtunkhwa



AFFILIATED ASSOCIATED ENTITIES



IECnet Consulting (Pvt) Limited
Management Consultants



SHAHID AHMAD & CO
CHARTERED ACCOUNTANTS



Integra Consulting (Pvt) Limited
Digital Transformation Consultants

June-2025

Table of Contents

List of Abbreviations	03
Disclaimer	04
<u>Section-I</u>	
• Executive Summary	05
<u>Section II</u>	
• Introduction	07
• Background of KP-MDMCL	07
• Public Sector Obligations under SECP and Relevant Laws	07
• Importance of HRM in Governance and Development	08
• Principles of HR Management	08
<u>Section III</u>	
• Institutional Framework and Organogram	10
• Governance structure	10
• HR Structure – Head Office	12
• HR Structure – Zones/ Projects	13
• Staff, their roles, qualifications, responsibilities and KPIs	15
• HR Phasing & Visual Organogram	17
• Visual Organogram(S)	18
<u>Section IV</u>	
• Technological Innovations	19
• HR Information System (HRIS)	19
• Automated Recruitment & Onboarding Platforms	20
• Performance Management & KPIs Tracking	20
• E-learning & Capacity Building through LMS	20
• Data Analytics & Workforce Planning	20
• Compliance Automation & Recordkeeping	21
• Cybersecurity, Data Privacy & Access Rights	21
<u>Section V</u>	
• Training and Capacity Building Framework	22
• Training Needs Assessment (TNA) Methodology	23
• Core Competencies by Category	24
• Recommended Training Programs	25
<u>Section VI</u>	
• HR Manual: Significance and Strategic Importance	29
• HR Manual as a Tool for Organizational Culture	29
• Strategy for developing HR Manual	30
• Phase-wise HR Operationalization	31
• Need for revision and modification	32
<u>Section VII</u>	
• Strategic Recommendations and Roadmap	33
<u>ANNEXURES</u>	35–71

List of Abbreviations

Abbreviation	Full Form
AOB	Audit Oversight Board
AutoCAD	Computer-Aided Design Software
BOD	Board of Directors
C	Core Staff Category
C-1/C-2/C-3	Core Staff Grades (1, 2, and 3)
CEO	Chief Executive Officer
CFA	Chartered Financial Analyst
CFE	Certified Fraud Examiner
CFO	Chief Financial Officer
CHRP	Certified Human Resources Professional
CIA	Chief Internal Auditor
CIA	Certified Internal Auditor
CIMA	Chartered Institute of Management Accountants
CISA	Certified Information Systems Auditor
COO	Chief Operating Officer
CPA	Certified Public Accountant
E	Executive Category
E-1/E-2	Executive Grades (1 and 2)
ERP	Enterprise Resource Planning
FBR	Federal Board of Revenue
GIS	Geographic Information Systems
HRIS	Human Resource Information System
HRM	Human Resource Management
HSE	Health, Safety, and Environmental
ICT	Information and Communication Technology
IFRS	International Financial Reporting Standards
KPIs	Key Performance Indicators
KP-MDMCL	Khyber Pakhtunkhwa Minerals Development and Management Company Limited
KP-PPRA	Khyber Pakhtunkhwa Public Procurement Regulatory Authority
LMS	Learning Management System
M	Management Category
M-1/M-2/M-3	Managerial Grades (1, 2, and 3)
MDF	Mineral Development Fund
MIS	Management Information System
PA	Personal Assistant
PFM	Public Financial Management
PMP	Project Management Professional
PPP	Public-Private Partnership
PRO	Public Relations Officer
PS	Personal Secretary
S	Support Staff Category
S-1/S-2/S-3	Support Staff Grades (1, 2, and 3)
SECP	Securities and Exchange Commission of Pakistan
SHRM	Society for Human Resource Management
SPHR	Senior Professional in Human Resources
TNA	Training Needs Assessment



Disclaimer

This document titled “HRM Report” has been prepared by IECnet Pakistan exclusively for the use of Khyber Pakhtunkhwa Minerals Development and Management Company Limited (KP-MDMCL). It is intended to support the Company’s internal strategic planning, human resource development and institutional operationalization following the grant of its Commencement of Business Certificate by the Securities and Exchange Commission of Pakistan (SECP). All information, analysis, projections and the recommendations contained in this document are based on data, assumptions and inputs provided by relevant stakeholders and were accurate to the best of the authors' knowledge as of the date of publication. IECnet Pakistan accepts no liability for any errors, omissions, or consequences arising from the use of this document for purposes other than those explicitly stated herein. This report is confidential and may not be copied, disclosed, distributed or reproduced in whole or in part without the prior written consent of the CEO, KP-MDMCL and IECnet Pakistan. Any unauthorized use, reliance or dissemination of this report or any of its contents is strictly prohibited. The recommendations, organograms, staffing plans and digital frameworks proposed are indicative in nature and should be interpreted within the context of the Company’s evolving operational requirements and subject to approval by the Board of Directors of KP-MDMCL.

EXECUTIVE SUMMARY

*For KP-MDMCL, HRM is not just an obligation, it is a defining priority.
Our people are our most valuable investment,
empowered under the stewardship of an enlightened Board of Directors.*

This report titled “HRM-Focused Institutional Innovations” has been meticulously prepared to support the strategic and immediate operationalization of Khyber Pakhtunkhwa Minerals Development and Management Company Limited (KP-MDMCL) following the grant of its *Commencement of Business Certificate* by the Securities and Exchange Commission of Pakistan (SECP). Anchored under the visionary oversight of its highly competent and empowered Board of Directors (BOD), the report reflects the institution’s commitment to governance excellence, efficiency and transparency through world-class Human Resource Management (HRM) practices.

Recognizing that mines may hold minerals, but the institutions are built by people, KP-MDMCL is committed to pioneering HRM excellence from the ground-up. In line with this vision, this report underscores the necessity of building a strong, responsive and forward-looking HR framework as a cornerstone of the company’s institutional architecture. Human-Capital is the most vital and enduring asset of KP-MDMCL. The right talent, empowered by clear policies, defined structures and continuous capacity building will not only drive core functions but also uphold the broader developmental mandate of the KP-MDMCL across the mineral-rich regions of Khyber Pakhtunkhwa.

This report presents a comprehensive assessment of institutional readiness from a holistic HRM perspective. It evaluates the governance framework, HR structure across the Head Office in detail while that of the Zones/Projects in brief, and also outlines key staffing requirements, detailing their roles, qualifications, responsibilities, KPIs and corresponding visual organograms. *In view of the growing need for digitization, the report emphasizes the importance of deploying an integrated, technology-driven HRM platform. A dedicated section outlines relevant digital interventions to enable real-time performance evaluation, KPI tracking, and efficient service delivery. Further, it advises development and implementation of a customized, end-to-end HRM solution, incorporating E-learning and Capacity Building through a Learning Management System (LMS), Digital Employee Self-Service and Engagement Tools, as well as modules for Compliance Automation, Recordkeeping, Cybersecurity, Data Privacy, and Access Rights.*

Guided by a visionary Board and learning from the success of peer entities operating under similar regulatory regimes in Pakistan, KP-MDMCL is positioning itself as a national benchmark for sustainable mineral governance. With a future-ready and professionally trained HR workforce, the company is laying a strong foundation for institutional credibility, long-term capacity building and eventual readiness to access capital markets through a public offering when the time is right.

IECnet Pakistan

June 11, 2025

INTRODUCTION

1. Background of KP-MDMCL

KP-MDMCL is a dynamic public sector enterprise established by the Government of Khyber Pakhtunkhwa with the vision to transform the province’s mineral potentials into a driver of sustainable economic development. Tasked with managing, regulating and facilitating the exploration and commercial exploitation of mineral resources, KP-MDMCL will act as a professional and responsive conduit between the government, private-investors and local communities. The company aspires to serve as a model institution, transparent, efficient, and development-oriented, contributing meaningfully to provincial and national prosperity. *To realize this vision, KP-MDMCL is committed to recruiting and developing a forward-looking, competent and purpose-driven human resource base that will serve as the engine for institutional excellence and operational delivery.*

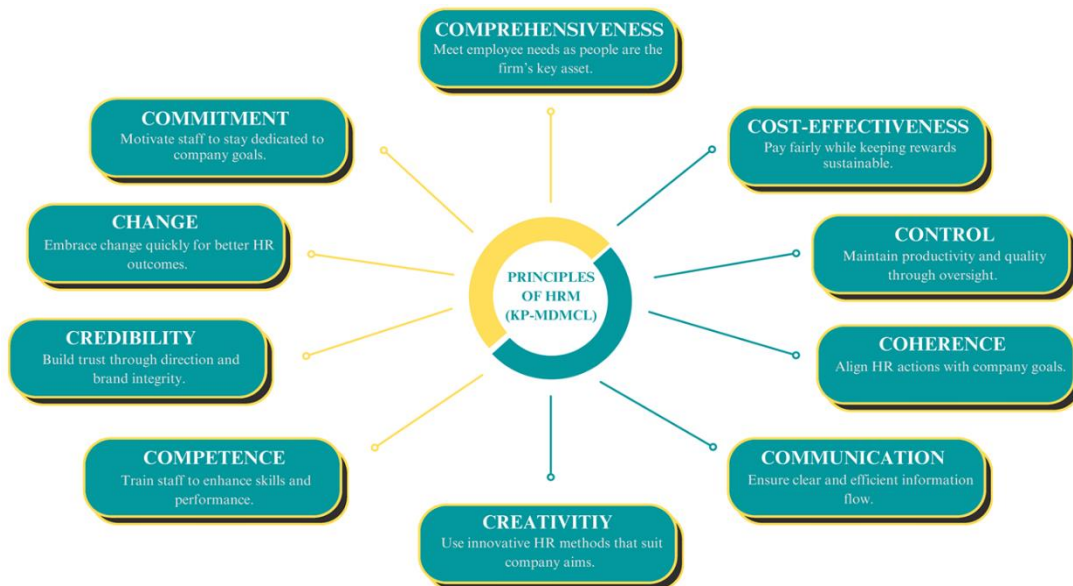
2. Public Sector Obligations under SECP and Relevant Laws

As a corporate entity registered under the Companies Act, 2017, KP-MDMCL operates within the legal and regulatory framework administered by the Securities and Exchange Commission of Pakistan (SECP) and is fully compliant with all statutory obligations governing public sector companies. These include the Public Sector Companies (Corporate Governance) Rules, KP-Public Procurement Regulatory Authority (KP-PPRA) guidelines and relevant labor and financial regulations. The company is committed to upholding the highest standards of corporate governance, financial integrity and public accountability through structured internal controls, transparent reporting mechanisms and a strong ethical foundation - *principles that will also guide the recruitment, development, and conduct of its human resource function.*

3. Importance of HRM in Governance and Development

Human Resource Management (HRM) is the strategic cornerstone of KP-MDMCL’s operational model. The company recognizes that no institution can rise above the quality and commitment of its people. In line with this philosophy, the top-tier management of KP-MDMCL has demonstrated full readiness to induct high-caliber professionals—preferably the best talent Pakistan has to offer, and where required, top-tier experts from across the globe. This commitment is reinforced by a flexible compensation approach that prioritizes performance, merit, and deliverables rather than static structures, allowing for competitive remuneration to attract and retain talent aligned with the company’s strategic goals. Such a progressive HRM approach is essential for enhancing institutional capacity, ensuring regulatory compliance, and improving public service delivery. Furthermore, it reflects KP-MDMCL’s broader vision to operate not just as a public utility, but as a center of excellence that builds professional pride, fosters innovation, and contributes to long-term economic and social transformation through responsible and inclusive resource development.

4. Principles of HR Management



PRINCIPLES OF HRM - KPMDMCL	
1	<p><u>Comprehensiveness</u></p> <p>At KP-MDMCL, human resource management addresses every aspect of employee welfare. The company ensures the provision of essential resources, such as healthcare, transportation, equipment, and financial support, to optimize employee performance.</p>
2	<p><u>Cost-effectiveness</u></p> <p>KP-MDMCL’s compensation strategies strike a balance between fair employee remuneration and organizational sustainability. HR policies are designed to optimize reward systems without compromising the company's fiscal responsibility.</p>
3	<p><u>Control</u></p> <p>The company places a high value on effective oversight of its human capital. KP-MDMCL’s HR team implements frameworks that promote accountability, monitor performance, and ensure consistency in quality and productivity across the workforce.</p>
4	<p><u>Coherence</u></p> <p>All HR practices at KP-MDMCL are strategically aligned with the company’s core mission and long-term vision. Policies and initiatives reflect an integrated approach, connecting employee capabilities with the company’s evolving needs.</p>
5	<p><u>Communication</u></p> <p>Transparent, timely, and structured communication is essential for organizational effectiveness. A robust communication system enhances collaboration, reduces misunderstandings, and drives collective success.</p>
6	<p><u>Creativity</u></p> <p>The company encourages innovation in human resource strategies. HR professionals at KP-MDMCL continuously explore and implement novel approaches to enhance employee engagement and support organizational objectives.</p>
7	<p><u>Competence</u></p> <p>KP-MDMCL considers it imperative to cultivate a skilled and knowledgeable workforce. This involves identifying training needs, providing development opportunities, and fostering a culture of continuous learning and improvement.</p>
8	<p><u>Credibility</u></p> <p>The company's reputation, both internally and externally, hinges on trust and integrity. KP-MDMCL's HR department upholds ethical standards and ensures all employees are aligned with the company’s values and direction.</p>
9	<p><u>Change</u></p> <p>Adaptability is a cornerstone of modern HR management at KP-MDMCL. The company proactively embraces and manages change in its workforce strategies to position itself for long-term success in a dynamic business environment.</p>
10	<p><u>Commitment</u></p> <p>Achieving organizational goals at KP-MDMCL is deeply reliant on a workforce that is not only skilled but also dedicated and motivated. The HR function goes beyond administrative tasks to strengthen employee loyalty and align individual efforts with the company’s mission.</p>



INSTITUTIONAL FRAMEWORK AND ORGANOGRAM

1. Governance Structure

KP-MDMCL operates as a government-owned company incorporated under the Companies Act, 2017, with a well-defined governance structure that ensures strategic oversight and operational accountability. At the apex is the Board of Directors (BOD), which serves as the principal governing body responsible for setting the company’s strategic direction, approving policies, validating the HR Manual and organizational organogram, and exercising overall oversight. The Board delegates executive authority to the Chief Executive Officer (CEO), who leads the management team and oversees day-to-day operations. HR’s hierarchy is categorized and structured into four well-defined, yet interdependent, tiers under the unified acronym **EMCS**. Each tier plays a vital, complementary role in the organization's progress, none more or less-important, but rather essential in synergy. The acronym **EMCS** encapsulates the complete spectrum of human potential within the KP-MDMCL, as follows:

- **E for Executive** - representing the visionaries and leaders at the helm (CEO, COO, GMs), responsible for strategic direction, growth and high-level decision-making;
- **M for Management** - covering senior, deputy and assistant managers who translate vision into operational plans, manage performance and mentor teams with purpose;
- **C for Core** - encompassing officers, supervisors and assistants who are the engine of core operations, delivering results with precision, integrity and accountability; *and*
- **S for Support** - comprising our indispensable support staff, whose dedication ensures seamless workplace functionality, service continuity, and administrative reliability.

This governance framework is further supported by a strong emphasis on capacity building and professional development with regular training programs and leadership initiatives aimed at ensuring the company’s alignment with national priorities and international best practices. To support its functions, the Board of Directors of the Company is assisted by key committees, Audit Committee, Finance Committee, Procurement Committee and HR Management Committee, each mandated to oversee core operational domains in alignment with governance best practices. These committees enable the Board to make informed decisions while maintaining a clear separation between governance structure as aforesaid and the day-to-day activities through or under CEO of the KP-MDMCL.

As part of its core responsibilities, the Board approves the delegation of administrative and financial powers to the operational management, including the Chief Executive Officer (CEO), Chief Operating Officer (COO), Chief Financial Officer (CFO), General Managers (GMs), and other key personnel, if and whatever deemed essential. The Chief Internal Auditor (CIA), though functioning administratively under the Audit Committee, reports directly to the Board and remains structurally independent from the operational hierarchy to ensure objective and effective internal audit oversight. The governance framework of KP-MDMCL operates within the parameters of the Public Sector Companies (Corporate Governance) Rules, 2013 and other relevant SECP regulations, which ensure transparency, accountability, and structured decision-making in the company's affairs. These statutory frameworks also serve to reinforce the fiduciary responsibilities of the Board and its committees, ensuring effective oversight and public accountability. The Board retains exclusive authority to approve the Human Resource Structure, HR Manual, capacity building plan and the definition of roles, responsibilities and KPIs for all tiers, whether at Head Office or in field-based zones and project sites, as and when operations are expanded.

It will not be out of place to mention that there exists no anticipated conflict of interest between the Company and the Minerals Development Department (MDD), Government of Khyber Pakhtunkhwa (GoKP). On the contrary, the GoKP's policy direction is to allow KP-MDMCL to function independently, with full financial and administrative autonomy. This is critical for enabling the company to compete effectively with a number of other similar entities operating in other provinces in the country, in challenging and evolving mineral development landscape. The government's role is confined to policy-making and sectoral regulation, whereas KP-MDMCL is entrusted with operational execution, ensuring a healthy and functional disaggregation between regulation and enterprise. Through this governance framework, KP-MDMCL is poised to uphold transparency, efficiency, and accountability laying the foundation of the Company for professional excellence and sustainable sectoral impact.

2. HR Structure – Head Office

The Human Resource (HR) structure of KP-MDMCL has been thoughtfully designed by *IECnet Pakistan*, the consultants engaged for operationalizing the company with a focus on establishing a robust and scalable organizational foundation. The structure reflects the company’s ambitious mandate, governance requirements and operational readiness, while allowing flexibility to evolve with future field-based operations. At the apex of the structure is the Chief Executive Officer (CEO) who falls in **E-1**, level of top tier management, shall lead the overall strategic direction and execution of the company’s objectives.

The CEO may optionally be assisted by a deputy CEO or Chief Operating Officer (COO), depending on the evolving operational demands of the organization. Directly under the CEO is the **E-2** tier of management; comprising the Chief Operating Officer (COO), Chief Financial Officer (CFO) and General Managers (GMs), each heading a specialized functional department. The CFO is responsible for leading the financial management function across the company, including at the Head Office and all future Zones/Projects. A full-fledged Finance Department will be established under the CFO’s leadership to ensure proper design and maintenance of the company’s accounting records. This system will comply with the provisions of the *Companies Act, 2017* and adhere to International Financial Reporting Standards (IFRS), thereby ensuring readiness for external audit, internal accountability and regulatory compliances. Similarly, other functional departments like **(a)** HR & Administration (HRA); **(b)** Planning, Monitoring & Evaluation (PME); **(c)** Operations – Exploration, Mines & Production (OEMP) **(d)** Investment & Business Development (IBD) **(e)** Mining Compliance Royalty & Welfare (MCRW) will be headed by respective GMs at the **E-2** level. These departments will be assisted and supported by the Managers, Deputy Managers (optional), Assistant Managers (classified in M category, M1, M2 & 3), creating a well-layered hierarchy to manage operations efficiently. The Chief Internal Auditor (CIA), though categorized under **E-2** for remuneration purposes, has a distinct reporting structure. Functionally, the CIA operates under the oversight of the Audit Committee of the Board, ensuring independence and effectiveness in audit functions, while being administratively aligned under the CEO. The CIA in category E-2 will be assisted by Managers and Assistant Managers (Internal Audits), all in M-1 & M-3 category) and supporting staff to maintain a proactive internal control environment. A competent and qualified Company Secretary, classified in Category M-1, along with requisite staff, is included in the structure to assist the Board of Directors in fulfilling corporate governance responsibilities, including recording and maintaining minutes of the Board meetings, facilitating statutory filings, and ensuring compliance with the Companies Act, 2017 and SECP’s guidelines issued from time to time.

3. HR Structure – Zones/ Projects

KP-MDMCL, a public limited company with a commercial mandate, is primarily engaged in the exploration, drilling, extraction, and processing of mineral resources from geologically feasible sites across the Khyber Pakhtunkhwa province in particular and/or any other parts of the country chosen by the top-tier management. In addition to its core operational activities, the company is also assigned for supporting the Mineral Development Department (MDD), Directorate of Mines & Minerals, Commissionerate of Mines & Minerals, and the Inspectorate of Mines and Minerals, GoKP in developing and implementing systems for efficient royalty and excise duty collection and management, as well as other commercial functions currently being performed at the government level. Furthermore, KP-MDMCL aims to develop dedicated projects of Mineral Investment Zones (MIZs) near high-potential regions such as Shangla-Swat (emeralds), Karak-Tank (placer gold), and Chitral (copper-gold), to attract private-sector investment and scale mineral commercialization. *It is important to note that the current organogram proposed by the consultants does not explicitly define the HR structure for Zones and Projects, as these elements are dependent on the type, scale, and nature of projects to be launched following commencement of business and conducting formal feasibility studies for the same. Consequently, the staffing for such future projects will be determined based on the respective studies and the associated HR costs will be charged to the projects themselves.*

3.1 Suggested HR Structure for Zones/ Projects

KP-MDMCL is advised to adopt and implement dual-tier HR structure with centralized oversight at Head Office, and decentralized management in Zones/Projects. At Head Office, GM (Operations, E-2) would lead Exploration, Mining & Production, supported by Exploration/Drilling Managers and specialists overseeing Geology & Resource Planning, Licensing & Regulatory Affairs, Mineral Economics & Investment, and Environmental & Social Safeguards. Each Mineral Investment Zone or Project Site, would then establish its own operational hierarchy based on feasibility studies, maintaining alignment with this core structure.

- a. *Project/ Zone Manager (Grade M1/M2/M3)*
- b. *Technical Lead (Senior Geologist/ Mining Engineer)*
- c. *Mining Operations Supervisor*
- d. *Revenue Field Officer*
- e. *Environmental Compliance Officer*
- f. *Community Liaison Officer*
- g. *Admin & Logistics Officer/ Support Staff*

The proposed HR structure, as it stands, will be deemed approved by the Board of Directors upon the formal commencement of business operations. However, given the critical nature of HR management in dynamic field operations, this structure is expected to remain flexible and adaptive during the first 6 to 12 months. Formal approval of any revised HR structure for field operations will be sought from the Board after necessary review, modifications, and inputs from management based on actual operational needs and field realities. This adaptive and governance-aligned HR structure ensures KP-MDMCL is equipped with necessary human capital, operational clarity, and regulatory compliance to achieve its strategic mandate.

Note: The detailed HR requirements for the Head Office, including roles, responsibilities, qualifications, experience and KPIs for key personnel of KP-MDMCL, have been appropriately included in the relevant annexes of this report. Operating costs related to HR and other expenses have been separately addressed in the financial projections document, which forms an integral part of the overall deliverables.

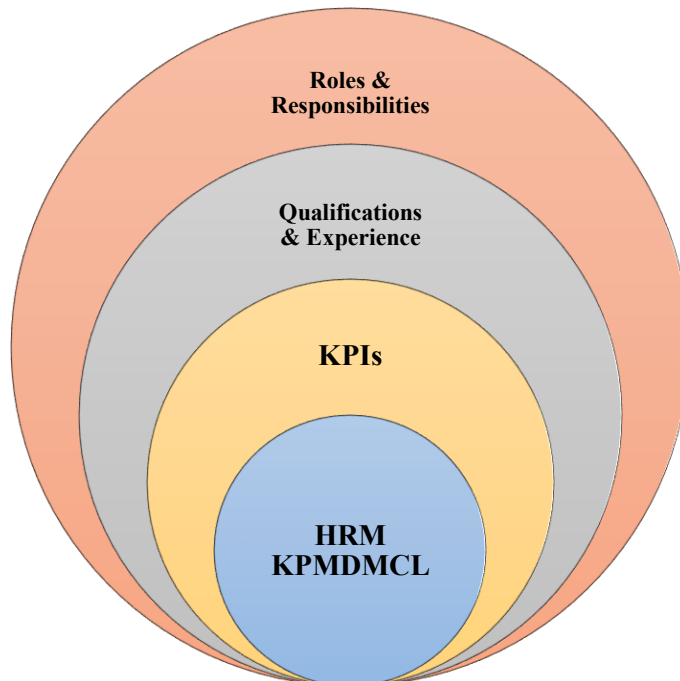
4. Staff, their roles, qualifications, responsibilities and KPIs

IECnet Pakistan, in its proposed organizational structure for KP-MDMCL has designed a comprehensive HR framework that classifies staffing into four structured categories, each with well-defined roles, responsibilities, and performance expectations. At the top is the Executive Category–1, comprising the Chief Executive Officer (CEO), who is entrusted with overall leadership, strategic direction, stakeholder coordination, and the achievement of key corporate goals. The CEO may optionally be supported by a Chief Operating Officer (COO), while Executive Category–2 includes the Chief Financial Officer (CFO), Chief Internal Auditor (CIA), and General Managers (GMs) responsible for leading all major functional wings of the Company such as Finance, HR & Admin, Core Operations, Procurement, and Royalty Collection & Management. The CFO oversees the company’s entire financial management and ensures audit readiness in accordance with relevant statutory and international reporting standards. The CIA, although administratively reporting to the CEO, is functionally accountable to the Audit Committee and supports internal controls and governance assurance. General Managers are each responsible for running key departments, executing strategic plans, and ensuring alignment with corporate objectives.

The next level comprises the Managerial Category, which includes Managers (M-1), Deputy Managers (M-2), and Assistant Managers (M-3). Managers are responsible for the execution of departmental strategies, supervision of teams, and performance monitoring. They also play a crucial role in ensuring functional efficiency and compliance. Deputy Managers serve as operational leads within functional units, assisting their managers and bridging communication across staff layers. Assistant Managers support routine activities and carry out delegated assignments, ensuring timely and accurate completion of tasks. Below this is the Core Staff Category, covering Officers (C-1), Supervisors (C-2), and Assistants (C-3). Officers serve as junior professionals managing documentation, correspondence, and technical support tasks. Supervisors ensure workflow and process adherence across support staff, while Assistants provide basic clerical, logistical, and administrative support to their respective departments. A key feature of this HR structure is the emphasis placed on defining job roles, responsibilities, required qualifications and experiences and Key Performance Indicators (KPIs) for each position prior to recruitment or engagement. This ensures transparency, accountability, and measurable performance at every level. Each position has pre-approved Terms of Reference (ToRs) and KPIs, aligned with departmental functions and corporate goals, enabling performance-based management and effective HR governance.

The approach also allows the structure to scale with project-based needs in zones, where HR deployment will be driven by the specific nature and size of operations. Project-related HR costs will be charged directly to the respective projects as per their feasibility studies, ensuring cost efficiency. Until zonal operations formally commence, the core HR structure shall be deemed approved by the Board of Directors (BoD) at the inception of business, subject to necessary modifications and refinements by management based on field realities during the first operational phase of six to twelve months.

For ease of reference and implementation, readers are advised that detailed eligibility criteria—comprising roles, responsibilities, required qualifications and experiences, and key performance indicators (KPIs), for all designated HR categories, namely Executive (E), Management (M), Core (C), and Support Staff (S), have been placed in a dedicated section following the recommendations part of this report. Additionally, in order to assist the Administration Wing in maintaining consistency, the same format has been extended to a few other essential positions, such as the Company Secretary, Private Secretaries, Personal Assistants, and Public Relations Officers (PROs), offering a guiding framework for defining HR requirements for any remaining roles not specifically addressed within this document.



5. HR Phasing & Visual Organogram

In order to align KP-MDMCL’s HR deployment with its evolving operational needs and financial prudence, a phased recruitment policy has been developed. This approach allows the Board of Directors of the Company to incrementally scale up its phased staffing strategy from a lean and essential framework towards a fully resourced organizational model, aligned with its strategic goals and project rollouts. The approach for Human Resource Phasing at KP-MDMCL is suggested to be as follows:

Strength	Phase-wise	Description
Most Moderate	Phase I Essential Staffing	Essential Staffing (ES) needed to ensure functional operations at start-up level or critical pilot stage, i.e., Short Term Goals (STG).
Moderate	Phase II Operational Expansion	Operation Expansion (OE) obligates the staffing that supports steady growth, adding essential support and functional capabilities. i.e, Medium Term Goals (MTG).
Ideal	Phase III Full Capacity Model	Full Capacity Model (FCM) obligates the staffing as planned in full capacity operations, envisioned to support strategic, technical and expansion needs, anticipated as Long-Term Vision (LTV).

Phase I – Essential Staffing

This phase represents the most conservative and functional level of staffing required to initiate operations, ensure statutory compliance and establish a baseline institutional structure. Recruitment will prioritize roles critical for:

- *Corporate setup and compliance*
- *Finance and accounting*
- *Core technical oversight for project activities*
- *Initial administrative and procurement functions*

This phase may also include outsourcing or consultants for certain support services to reduce upfront cost burden.

Phase II – Operational Expansion

With the stabilization of initial operations and progress in exploration and commercial feasibility activities, KP-MDMCL will move toward the operational expansion phase. This phase focuses on:

- *Broadening core technical teams for project execution*
- *Enhancing capacity in legal, compliance, HR, and procurement functions*
- *Decentralizing operations and strengthening regional setups*
- *Increasing field presence with geologists, mining engineers and field support teams*

Phase III – Full Capacity Model

This phase represents the ideal staffing scenario as envisioned in KP-MDMCL’s foundational design. It reflects a full-fledged institutional presence capable of managing:

- *Multiple mineral development projects concurrently*
- *Processing and value addition initiatives*
- *Environmental, social, and governance (ESG) compliance*
- *Innovation, R&D, and gender and inclusion initiatives*
- *Enhanced corporate communications and stakeholder engagement*

5.1 HR Phased Planning Table

The tentative staff strength required to be employed during different phases, in accordance with EMCS Cadres is as follows:

Cadre	Phase – I	Phase - II	Phase - III
	Essential Staffing	Operational Expansion	Full Capacity Model
Executive (E)	7	7	9
Management (M)	13	29	44
Core (C)	9	40	66
Support (S)	28	70	122
Total	57	146	241

5.2 Recruitment Philosophy and Flexibility

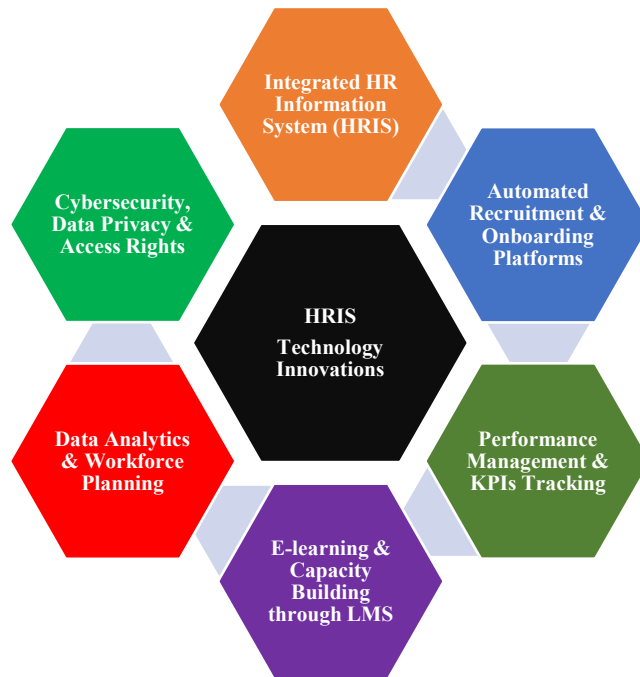
- *The recruitment process will be dynamic, merit-based, and strategically prioritized.*
- *Each phase shall be subject to periodic review, based on project milestones, budget availability, and operational requirements.*
- *Preference will be given to candidates from mining-affected and underdeveloped areas to promote regional equity and employment.*
- *Capacity-building and training programs will run parallel to recruitment to ensure retention and skill development.*
- *All appointments are proposed to be made on 'deliverable contract basis renewal upon achievement of KPIs.*
- *Board of Directors, through its duly notified HR Committee shall be deemed to be the competent forum.*

6. Visual Organogram(S)

6.1 For KPMDMCL, using and regularly updating a phase-wise visual organogram is crucial. A visual organogram is a key tool that enhances organizational clarity and efficiency by clearly demonstrating reporting structures. Consequently, these phase-wise organograms will improve how HR at KP-MDMCL communicates and collaborates, providing a clear understanding of the chain of command and individual interactions. Furthermore, a visual organogram will clarify roles and responsibilities, reducing confusion and boosting productivity. This also helps in identifying skill gaps, optimizing resource allocation, and supporting employee development.

TECHNOLOGICAL INNOVATIONS

In order to meet evolving organizational needs and enhance operational efficiency, KP-MDMCL recognizes the critical importance of adopting modern technological innovations in Human Resource Management (HRM). The integration of digital tools and automated systems plays a pivotal role in streamlining core HR functions, improving data-driven decision-making, and fostering employee engagement. These innovations not only support strategic workforce planning and performance management but also ensure compliance, data security, and continuous capacity building.



1. HR Information System (HRIS)

For KP-MDMCL, an integrated HRIS will serve as the centralized digital backbone of all HR functions, consolidating employee records, attendance, payroll, leave management, and organizational hierarchies in one secure platform. As an additional tool, and by streamlining administrative workflows and enabling real-time access to employee data, KP-MDMCL would be able to enhance transparency, reduce manual errors, and ensure consistency in HR operations, ultimately supporting data-driven decision-making and compliance with public sector governance standards.

2. Automated Recruitment & Onboarding Platforms

KP-MDMCL can deploy automated recruitment systems to manage job postings, candidate screening, interview scheduling, and final selections in a structured and transparent manner. This reduces the time and human bias in hiring while ensuring alignment with the company’s merit-based and preference-sensitive recruitment policies. An integrated onboarding module further enables new hires to complete documentation, receive training schedules, and understand their roles before formally joining, improving readiness and retention.

3. Performance Management & KPIs Tracking

Implementing a digital performance management system will allow KP-MDMCL to set, monitor, and evaluate Key Performance Indicators (KPIs) for all staff levels. Managers can assign measurable targets aligned with departmental goals, conduct periodic reviews, and generate performance analytics. This promotes a results-oriented culture, ensures accountability, and provides a structured basis for promotions, increments, or corrective action based on objective performance metrics.

4. E-learning & Capacity Building through LMS

A Learning Management System (LMS) can support KP-MDMCL’s commitment to ongoing professional development by hosting digital training modules, technical certifications, and leadership courses. Employees can access learning resources anytime, track their progress, and receive certifications. This scalable solution enhances institutional capacity-building efforts, especially for remote field staff, while supporting continuous learning and compliance with sector-specific standards.

5. Data Analytics & Workforce Planning

Advanced HR analytics tools can assist KP-MDMCL in workforce planning, skills gap analysis, and trend forecasting. By examining employee turnover, training outcomes, and demographic data, HR can anticipate staffing needs, optimize deployment, and ensure strategic alignment with project cycles and operational demands. This proactive approach enables more efficient resource allocation and enhances organizational resilience.

6. Compliance Automation & Recordkeeping

Automated systems for compliance management will ensure that KP-MDMCL maintains accurate and timely records for audits, regulatory filings, and internal reviews. Features such as policy alerts, automated reminders for contract renewals, and centralized storage of documents ensure that the company adheres to SECP regulations, labor laws, and internal protocols. This mitigates legal risks and reinforces institutional accountability.

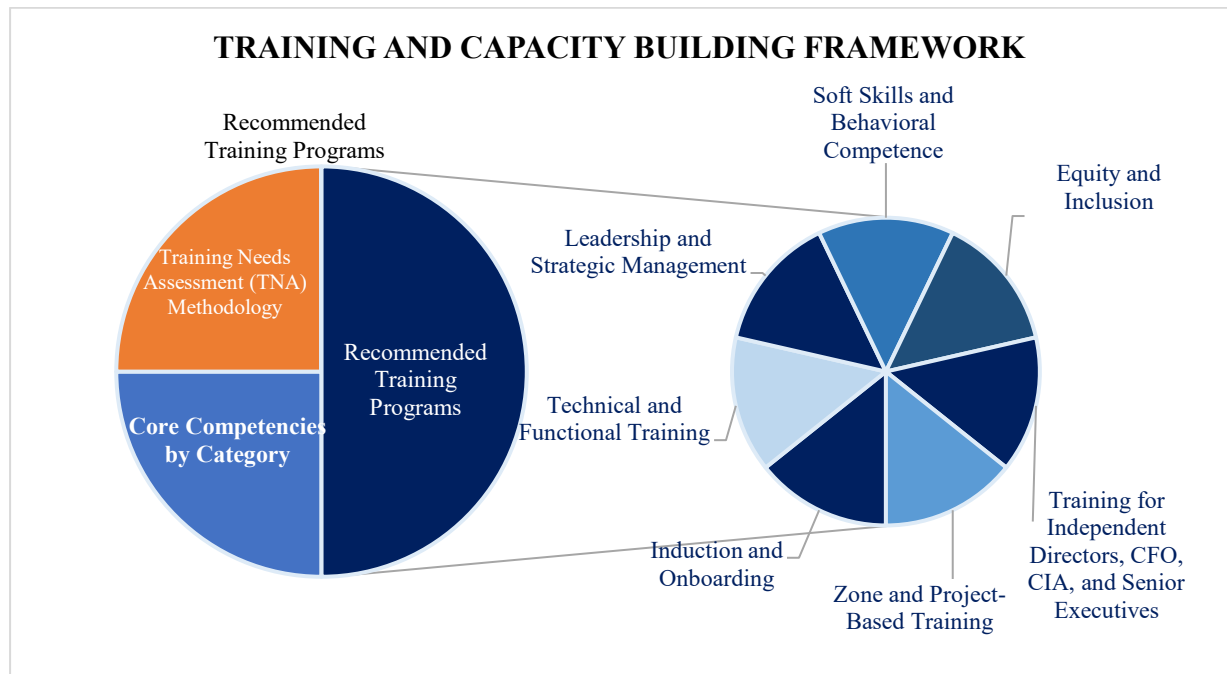
7. Cybersecurity, Data Privacy & Access Rights

As KP-MDMCL digitizes HR operations, robust cybersecurity measures must be integrated to safeguard sensitive employee and operational data. Role-based access controls, encryption protocols, and secure authentication mechanisms will protect against unauthorized access or data breaches. Ensuring data privacy not only maintains trust among employees but also aligns with best practices in digital governance and public sector IT compliance.

SECTION-V

TRAINING AND CAPACITY BUILDING FRAMEWORK

The strength of any organization lies in its people, their expertise, commitment, and adaptability serve as the foundation for sustained success. For KP-MDMCL, the Training and Capacity Building Framework represents a strategic initiative, not merely a procedural formality. In a rapidly evolving mineral sector shaped by technological innovation and shifting regulatory landscapes, developing the workforce with appropriate skills and competencies is both timely and essential. This framework aims to systematically identify learning needs, address skill gaps, and instill a culture of continuous professional development. Beyond conventional training, the objective is to empower individuals, enhance role effectiveness, and align workforce capabilities with the strategic direction of the company. By fostering confidence, collaboration, and long-term engagement across all levels, this initiative strengthens organizational resilience and performance. The following sub-sections provide further elaboration on the framework and its implementation.



1. Training Needs Assessment (TNA) Methodology

Training Needs Assessment (TNA) serves as the foundation for a successful capacity-building strategy and is critical for aligning KP-MDMCL’s human resources with its organizational goals. A structured, mixed-method approach is recommended, combining both qualitative and quantitative techniques to ensure depth, accuracy, and inclusivity in the assessment process. Key components include targeted surveys and questionnaires to rapidly capture skill gaps and training priorities across departments; performance appraisal analysis to identify deficiencies where employee outputs do not meet expectations; job role versus skill gap analysis to compare actual duties with job descriptions; focused interviews and group discussions with employees and supervisors to uncover contextual insights; and direct observation for technical roles to assess real-time practices and operational inefficiencies. This comprehensive methodology not only enhances diagnostic precision but also promotes employee ownership and engagement, reinforcing a bottom-up commitment to professional development.

Component	Method	Purpose	Outcome
Surveys & Questionnaires	Quantitative	Rapidly capture skill gaps and training needs in KP-MDMCL	Department-wise priority training areas
Performance Appraisal Analysis	Quantitative/Qualitative	Identify competency deficiencies where outputs below expectations	Skill areas requiring immediate attention
Job Role vs Skill Gap Analysis	Quantitative	Compare actual employee duties with JDs	Highlight mismatches & overlooked duties
Focused Interviews & Discussions	Qualitative	Gather contextual insights from employees and supervisors	Deep understanding of departmental issues
Direct Observation (Technical Roles)	Qualitative	Observe on-the-job behaviour and processes	Uncover operational inefficiencies & gaps
Integration & Analysis	Mixed-method synthesis	Combine all data for holistic diagnosis	Clear training roadmap with inclusive engagement
Employee Engagement & Feedback	Embedded throughout	Reinforce ownership and motivation for learning	Bottom-up commitment to capacity building

2. Core Competencies by Category

At KP-MDMCL, defining core competencies by employee category is a strategic component of human resource planning and development. This approach ensures that all personnel, ranging from executive to support staff, are equipped with the requisite capabilities to perform effectively in their respective roles and contribute meaningfully to organizational objectives. By classifying competencies into key domains such as technical, managerial, behavioral and digital, the company can design targeted capacity-building programs, support career progression, and nurture leadership potential. This clarity facilitates alignment between individual performance and departmental goals, while also reinforcing organizational adaptability in response to industry advancements and evolving operational demands. A well-articulated competency framework is fundamental to fostering a culture of excellence, accountability, and continuous learning.

Training Implications by HR Category

HR Category	Focus Areas	Sample Training Programs	Training Objective
Executive (E)	Strategic leadership, governance, corporate compliance	Certified Directors Training, Strategic Planning, Corporate Governance Seminars	Enhance board-level decision-making and oversight capabilities
Management (M)	Operational leadership, planning, team management	Leadership Development, Project Management, Financial Controls, Sectoral Laws	Strengthen organizational execution, managerial effectiveness, and accountability
Core (C)	Technical expertise, regulatory compliance, process optimization	GIS, AutoCAD, Mineral Law, Safety Standards, Regulatory Framework Workshops	Build technical proficiency and field-level regulatory compliance
Support (S)	Administrative efficiency, coordination, and service support	Office Management, Communication Skills, Time Management, ICT Literacy	Improve administrative effectiveness and workplace productivity

3. Recommended Training Programs

Drawing from the Training Needs Assessment (TNA) and detailed competency mapping conducted for KP-MDMCL, a comprehensive and structured training framework is designed to enhance the organization’s technical capacity, managerial competence, and behavioral agility across all staff tiers, ranging from Independent Directors to operational personnel in zones and projects.

3.1 Induction and Onboarding

All new employees should undergo an induction program that familiarizes them with KP-MDMCL’s mission, vision, values, governance structure, code of ethics & code of conduct and operational procedures. This foundational orientation ensures organizational alignment and accelerates integration into work environments.

3.2 Technical and Functional Training

To ensure operational excellence, specialized technical training should be extended but not limited to the areas; such as following:

- Geographic Information Systems (GIS) and Remote Sensing
- AutoCAD and Mining Design Tools
- Mineral Laws and Regulatory Compliance
- Health, Safety, and Environmental (HSE) Standard
- Excise Duty, Royalty Management, and Revenue Collection Systems

3.3 Leadership and Strategic Management

Leadership Development Programs should be offered to General Managers, Department Heads, and selected Managers. These programs should include, but not limited to:

- Strategic Planning and Decision-Making
- Results Based Management
- Organizational Change and Stakeholder Engagement
- Performance Evaluation and Monitoring

3.4 Soft Skills and Behavioral Competence

To foster a collaborative and responsive culture, all staff levels should participate in the workshops on the topic, but not limited to the following:

- Communication and Interpersonal Skills
- Conflict Resolution and Negotiation
- Time and Task Management
- Team Building and Emotional Intelligence

3.5 Equity and Inclusion

Gender Sensitization and Diversity Training should be offered regularly to reinforce organizational commitment to equitable and inclusive work practices, especially in field environments.

3.6 Training for Independent Directors, CFO, CIA, and Senior Executives

Independent Directors should be nominated for SECP-approved Certified Directors Training Programs, as well as corporate governance seminars and public-sector oversight workshops, to strengthen their strategic oversight and fiduciary responsibilities. The Chief Internal Auditor (CIA) and the internal audit team should undergo specialized training in forensic auditing, risk-based internal auditing, and regulatory compliance monitoring to ensure independence, effectiveness, and credibility of the audit function. Similarly, the Chief Financial Officer (CFO) should pursue advanced courses in International Financial Reporting Standards (IFRS), Public Financial Management (PFM), and budgetary control systems to fulfill the dual responsibilities of financial stewardship and compliance. In parallel, General Managers and selected Managers should be offered domain-specific training in project management, leadership development, and sector-specific regulatory frameworks to enhance their operational leadership and delivery effectiveness.

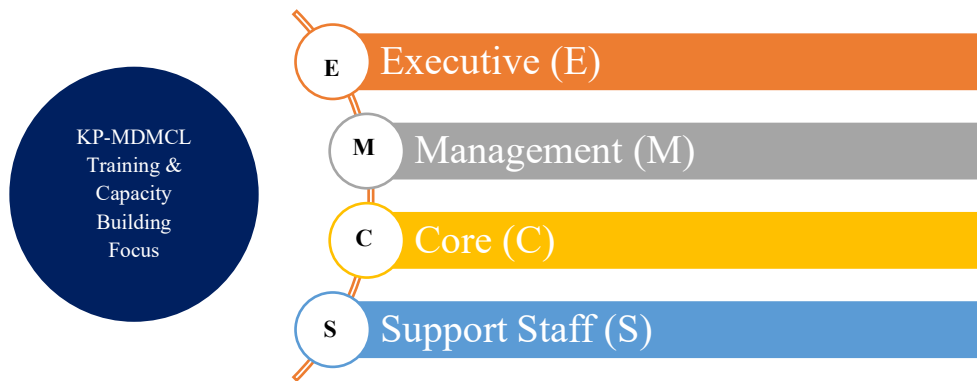
3.7 Zone and Project-Based Training

Given the specialized and variable nature of field operations, tailored training programs should be conducted for staff deployed in zones and project sites. These may include but not limited to:

- Mining Operations and Safety Compliances
- Field Data Collection and Mapping
- Stakeholders Coordination and Local Engagement
- Project Planning and Logistics
- Site-specific ERP and MIS Tools

3.8 General – conclusive remarks

IECnet Pakistan strongly recommends that the delivery of training programs at KP-MDMCL be implemented through a blended learning model, integrating in-house expertise, external subject matter specialists, and digital platforms, to ensure wide accessibility, cost-efficiency, and high-quality learning outcomes. To support ongoing improvement and institutional accountability, it is essential to establish a robust Monitoring and Evaluation (M&E) framework that can track participation, measure knowledge acquisition, assess post-training performance, and guide future training revisions based on emerging organizational needs. To facilitate structured implementation, a detailed Training Mapping Table is annexed to this report. This table outlines both standard and specialized programs, systematically focused by department aligning with HR groupings, Executive (E), Management (M), Core (C), and Support Staff (S). It also extends to certain specific roles such as Company Secretary, Private Secretaries, Personal Assistants and Public Relation Officers (PROs), thereby enabling the KPMDMCL’s Administration Wing to adopt a consistent and role-appropriate approach to capacity building across all levels of the organization.



TRAINING PROGRAMS BY DEPARTMENT / FUNCTION		
Department / Function	Proposed Trainings	Target Position(s)
Board of Directors (Independent Members)	Certified Directors Training Program Corporate Governance and SECP Compliance	Independent Directors
Finance & Accounts	Public Sector Financial Reporting under IFRS Royalty Accounting & Reconciliation Budgeting and Financial Forecasting	CFO, GMs, Finance Managers
Internal Audit	Risk-Based Auditing Forensic Auditing Techniques Internal Control & Compliance Frameworks	CIA, Audit Managers
Procurement & Contracts	KP-PPRA Rules Training Contract Management-Public Sector E-Procurement Practices	GMs, Managers, Procurement Officers
HR & Administration	HR Policy & Compliance Organizational Development KPIs & Performance Management Systems	GM HR/Admin, HR Managers
Operations / Core Mining Activities	Resource Governance & Mining Law Mineral Licensing and Lease Monitoring Site Safety and Field Supervision	COOs, GMs Operations, Zone Project Staff
Royalty & Excise Duty	Royalty Determination & Regulatory Compliance Excise Duty Collection & Field Audit Techniques	GMs, Field Supervisors, Royalty Officers
IT & Data Management	Digital Mapping (GIS) MIS for Mining Operations Cybersecurity Awareness	IT Managers, Data Officers
Legal & Company Secretariat	Companies Act 2017 Compliance Board Secretariat Best Practices Corporate Legal Risk	Company Secretary, Legal Staff
Field/Zonal Operations	Mine Site Operational Management Community Engagement & Conflict Resolution HSE Protocols	Zone GMs, Project Managers, Site Engineers

HR MANUAL - Significance and Strategic Importance

IECnet Pakistan strongly recommends for designing of the development of a comprehensive HR Manual, fully integrated with an HR Information System (HRIS), to serve as both a foundational policy document and a dynamic digital resource. This Manual should provide structured guidance on all aspects of the employee lifecycle—recruitment, onboarding, performance management, training and capacity building, compensation, and compliance—ensuring consistency, transparency, and accountability across the organization. By embedding provisions for data security, user access rights, and privacy protocols, the Manual will align with modern cybersecurity standards while remaining flexible enough to be updated periodically. It should be designed for dual utility: accessible as a reference for manual HR operations and seamlessly adaptable for use in a Management Information System (MIS), thus enabling the automation of core HR functions. This dual-format approach will significantly enhance HR governance, support informed decision-making, and ensure operational agility in alignment with KP-MDMCL’s evolving institutional needs.

1. HR Manual – as a tool for organizational culture
2. Strategy adopted for developing HR Manual
3. Phase-wise HR operationalization
4. Need for revision and modification

1. HR Manual as a tool for Organizational Culture

The HR Manual acts as a cornerstone for fostering a cohesive and consistent organizational culture. By clearly outlining roles, responsibilities, ethical standards, and communication protocols, it guides employee conduct and sets the tone for collaboration, respect, and accountability. It also helps new hires integrate quickly into the workplace, reinforcing shared values and expectations from day one. This consistent framework nurtures trust and ensures that everyone operates with a clear understanding of the organization’s mission and work ethics. Beyond day-to-day operations, the HR Manual supports strategic alignment between the workforce and the organization's long-term goals. It promotes transparency in HR practices such as recruitment, performance evaluation, promotions, and grievance redressal thus enhancing employee engagement and morale. For KP-MDMCL, a well-structured HR Manual is not just a procedural necessity, but a living document that actively supports cultural integration, performance excellence, and organizational continuity.

It is worth adding that the HR Manual is not just a policy document but is the mirror of the organization's values. At KP-MDMCL, it will:

- Define what professionalism, fairness, and integrity looks like.
- Provide clarity on employee rights, benefits and responsibilities.
- Support a culture of transparency, equality and accountability.

When employees understand what the organization stands for and how things are done, trust is built. The HR Manual, once carefully developed and adopted with the Board's consensus, it would become a daily guidebook for decision-making and conduct.

2. Strategy adopted for developing HR Manual

As KP-MDMCL embarks on its operational journey as a newly established public limited company, the formulation of an HR Manual is a critical first step in building a transparent, structured, and future-ready human resource management system. However, to have something called HR policies or HR Manual, right at this stage, a draft HR Manual has been prepared as part of the current assignment and is proposed to be deemed approved by the Board of Directors (BoD) from the date of commencement of business, serving as an interim arrangement to support early-stage operations. This dual-format, scalable approach provides KP-MDMCL with an operationally viable HR framework from the outset while laying a strong foundation for automation, digital transformation, and strategic HR management. The strategic objective is to refine and restructure this initial manual to align with KP-MDMCL's evolving operational needs and to fully integrate it with the Human Resource Information System (HRIS) being planned. The manual is intended to function in both manual and digital formats, allowing immediate usability while ensuring readiness for automation and digital scalability. In any case, the development strategy includes the following core elements:

- **Future-Oriented Structuring**

The HR Manual must be structured in a way that supports seamless digitization. All HR policies, recruitment, induction, employee conduct, compensation, leave management, performance evaluation, capacity building, and separation, should be reformatted to enable direct integration into the HRIS platform, ensuring consistency, data accuracy, and efficient system automation.

- **Compliance and Alignment**

The contents should adhere to applicable public sector labor laws, SECP regulatory requirements and best practices suitable for a public limited company with commercial objectives. This ensures that HR operations remain transparent, accountable, and legally compliant from the outset.

- **Scalability and Modularity**

The manual should be modular, enabling incremental updates as the organization grows. Each section must be standalone yet cohesive, to facilitate easy revision in line with changing business requirements, workforce expansion, or system enhancements.

- **Governance and Review Mechanism**

A review process should be established under the supervision of General Manager HR & Admin or such other professionals in association with GM-HR and the executive leadership to periodically assess and update the manual in accordance with business evolution, regulatory changes, and technological progress.

- * **Dissemination and Training**

The HR Manual should be accessible through digital platforms and supported with orientation sessions and targeted trainings, ensuring that personnel understand and comply with defined policies and procedures.

3. **Phase-wise HR Operationalization**

In order to ensure sustainable implementation and strategic alignment of the HR Manual, KP-MDMCL should adopt a structured, phase-wise operationalization plan. This approach provides the organization with the flexibility to adapt to its evolving needs while reinforcing policy compliance and preparing for full integration with the planned HR Information System (HRIS).

- **Phase I – Foundation and Interim Adoption**

A preliminary HR Manual has been prepared to serve as an operational baseline. Upon commencement of business, this manual should be deemed approved by the Board of Directors, enabling immediate HR functionality. All foundational policies, recruitment, induction, conduct, compensation, leave, performance, learning, and separation, are to be implemented in a dual format (manual and digital-ready), ensuring operational continuity and future compatibility with **HRIS** modules.

- **Phase II – Communication and Awareness**

A comprehensive internal communication strategy should be rolled out, including awareness sessions and departmental briefings. The manual, both in printed and digital formats, should be made accessible to the top tier management, in any case through General Manager (HR & Administration). These interactions will foster understanding and encourage even the employees’ engagement with the policies.

- **Phase III – System Alignment and Process Embedding**

In phase-III, the implemented HR processes, job roles, documentation templates and reporting mechanisms should be reviewed and aligned with the policy framework outlined in the manual. This phase will also involve formatting HR data and workflows for integration into the **HRIS**, enabling a smooth transition to digital operations. Departmental heads are expected to play a critical role in embedding these practices at operational levels.

- **Phase IV – Feedback, Review, and System Readiness**

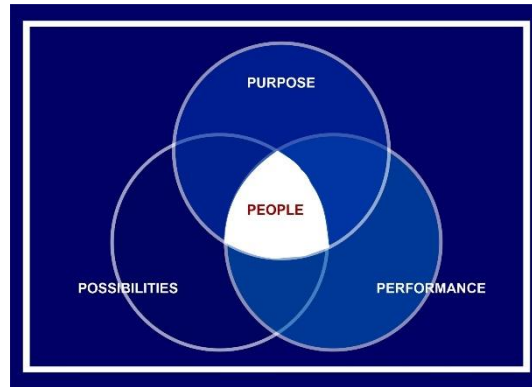
A structured feedback loop should be implemented to capture practical challenges, employee suggestions and compliance issues. Concurrently, the HR Manual should undergo periodic reviews to ensure relevance, regulatory compliance, and readiness for full HRIS deployment. HR audits and policy refinement should be institutionalized as part of this phase.

4. Need for revision and modification

In a dynamic organizational and regulatory landscape, the HR Manual must be viewed not as a static rulebook, but as a living, adaptable document. As KP-MDMCL continues to grow, embrace innovation, and align with national priorities, its HR policies must evolve accordingly. Regular updates ensure the Manual remains not only legally compliant but also reflective of the organization's current culture, goals, and operational needs. A structured review process conducted annually or biannually should be institutionalized. This should include channels for employee feedback, incorporate amendments in policies, rules and regulations and respond to shifts in organizational structure or strategy. Furthermore, emerging themes like Diversity, Equity, and Inclusion (DEI), digital transformation and prevalent practices in public limited companies of repute, must be proactively integrated. Keeping the Manual current reinforces its credibility and ensures that it continues to serve as a reliable guide for both leadership and staff in navigating their roles and responsibilities.

STRATEGIC RECOMMENDATIONS AND ROADMAP

In moving forward, the HR strategy for KP-MDMCL should not only focus on “*people*” but also on purpose, performance and possibilities to build a resilient, future-ready workforce that drives organizational growth, fosters innovation and delivers on the company’s strategic mandate in the mineral development sector. The following image is accompanied by strategic recommendations and a phased roadmap to guide implementation and decision-making.



Strategic Recommendations & Roadmap

- As an emerging public sector entity in the minerals development landscape, KP-MDMCL stands at a pivotal point where building a future-ready HR function is critical for its long-term success. The strategy focuses on laying strong digital and institutional foundations, reflecting the company’s commitment to professionalism and operational excellence from day one.
- A phased approach is recommended, beginning with digitization through an integrated Human Resource Information System (HRIS) and the setup of an HR Helpdesk, ensuring transparency, efficiency, and responsiveness. Recognizing that people are the organization's greatest asset, structured performance appraisal systems and well-defined career pathways will support motivation and retention, reinforcing a culture where dedication is recognized and growth is enabled.

- In parallel, institutionalizing learning and development—through training calendars and partnerships with reputed national and international institutes—will foster innovation and adaptability. A strong emphasis is also placed on cultivating an inclusive, values-driven workplace that promotes diversity, well-being, and mutual respect.
- Finally, a three-year HR roadmap is outlined to guide this transformation: Year 1 focuses on foundational HR structures, Year 2 on system integration and mid-level leadership, and Year 3 on advanced development and cultural alignment. This strategy ensures KP-MDMCL’s HR framework is scalable, technologically robust, and aligned with its mission—powered by a team of committed professionals dedicated to building a model institution from the ground up.

Annexure-I

DETAILS OF HR REQUIREMENT – TENTATIVE

Category “E”

Sr #	Designation	Scale	Phase wise Posts		
			I	II	III
1	Chief Executive Officer	E-1	1	1	1
2	Chief Operating Officer-cum-Deputy CEO	E-2	0	0	1
3	Chief Financial Officer	E-2	1	1	1
4	Chief Internal Auditor	E-2	1	1	1
5	General Manager (HR /Admin)	E-2	1	1	1
6	General Manager (Exploration)	E-2	1	1	1
7	General Manager (Mining & Production)	E-2	1	1	1
8	General Manager (Business Development)	E-2	1	1	1
9	General Manager (Monitoring & Evaluation)	E-2	0	0	1
Subtotal "Category - E"			7	7	9

Note: The CEO, Deputy CEO/COO, and General Managers are classified under Category “E” (Executive). This classification also applies to any person appointed at the rank of Executive Director, Technical Advisor, Financial Advisor, or any equivalent position at the level of the most junior General Manager, as well as any similar roles deemed appropriate.

DETAILS OF HR REQUIREMENT

Category “M”

Sr #	Designation	Scale	Phase wise Posts		
			I	II	III
1	Manager (Finance/Reporting)	M-1	1	1	1
2	Manager (Accounts/Tax)	M-1	1	1	1
3	Manager (Internal Audit)	M-1	1	1	1
4	Manager (HR/Admin)	M-1	1	1	1
5	Manager (Legal)	M-1	1	1	1
6	Manager (Procurement)	M-1	1	1	1
7	Manager (IT)	M-1	1	1	1
8	Manager (Surveys)	M-1	1	1	1
9	Manager (Investment/ Business Development)	M-1	1	1	1
10	Manager (Royalty)	M-1	1	1	1
11	Manager (Environment)	M-1	1	1	1
12	Manager (Planning & Business Development)	M-1	1	1	1
13	Company Secretary	M-1	1	1	1
14	Manager (Drilling/Estimation/Mining)	M-1	0	1	1
15	Manager (Production/Leasing)	M-1	0	1	1
16	Manager (Sales/Marketing)	M-1	0	1	1
17	Deputy Manager(s)	M-2	0	1	3
18	Assistant Manager (Finance/Tax)	M-3	0	1	2
19	Assistant Manager (Accounts/Reporting)	M-3	0	1	2
20	Assistant Manager (Internal Audit)	M-3	0	1	1
21	Assistant Manager (HR/Admin)	M-3	0	1	2
22	Assistant Manager, Network & System Admin	M-3	0	1	1
23	Assistant Manager, ERP / MIS	M-3	0	1	1
24	Assistant Manager (Procurement)	M-3	0	1	1
25	Assistant Manager (Geology)	M-3	0	1	1
26	Assistant Manager (Geophysicist)	M-3	0	1	1
27	Assistant Manager (Geochemist)	M-3	0	1	1
28	Assistant Manager (Environment)	M-3	0	1	1

Sr #	Designation	Scale	Phase wise Posts		
			I	II	III
29	Assistant Manager (Drilling/Estimation/Mining)	M-3	0	1	1
30	Assistant Manager (Production/Leasing)	M-3	0	0	1
31	Assistant Manager (Investment/ Business Development)	M-3	0	0	2
32	Assistant Manager (Sales/Marketing)	M-3	0	0	1
33	Assistant Manager (Royalty/Site Reporting)	M-3	0	0	2
34	Assistant Manager (Project Planning)	M-3	0	0	2
35	Assistant Manager (Monitoring/Evaluation)	M-3	0	0	2
Subtotal "Category - M"			13	29	44

Note: Managers, Deputy Managers, and Assistant Managers are classified under Category “M.” This classification also applies to any person appointed at an equivalent level (e.g., Senior Manager, Team Lead, or similar roles) as deemed appropriate.

**DETAILS OF HR REQUIREMENT
Category “C”**

Sr #	Designation	Scale	Phase wise Posts		
			I	II	III
1	Accounts Officer	C-1	0	1	2
2	Finance / Tax Officer	C-1	0	1	2
3	Audit Officer (Internal Audit)	C-1	0	1	2
4	HR Officer	C-1	0	1	1
5	Legal Officer	C-1	0	1	1
6	Procurement Officer	C-1	0	1	1
7	Geological Officer	C-1	0	1	1
8	Geophysical Officer	C-1	0	1	1
9	Geochemical Officer	C-1	0	1	1
10	Environmental Officer	C-1	0	1	1
11	Estimation Officer	C-1	0	1	1
12	Drilling/Mining-Officer	C-1	0	1	2
13	Production/Leasing- Officer	C-1	0	1	2
14	Investment & Business Development- Officer	C-1	0	1	2
15	Sales/Marketing Officer	C-1	0	0	1
16	Project Planning Officer	C-1	0	0	1
17	Monitoring &Evaluation- Officer	C-1	0	0	1
18	Cybersecurity / Compliance	C-1	0	1	1
19	Software & GIS support	C-1	1	1	1
20	Royalty/Site Officer	C-1	0	2	2
21	Supervisors/ PROs/BDOs	C-2	2	5	13
22	PS to GMs	C-2	1	2	5
23	Assistants/Receptionists & Tel Operators etc.	C-3	5	15	21
Subtotal "Category - C"			9	40	66

Note: Officers, Supervisors, and Assistants are classified under Category “C.” This classification also applies to positions such as Personal Secretaries (PS), Personal Assistants (PAs), Public Relations Officers (PROs), Business Development Officers, Accounts Officers, Audit Officers, HR Officers, Administrative Officers, Receptionists, Document Control Officers, Client Relationship Officers, or any other roles of similar level as deemed appropriate.

**DETAILS OF HR REQUIREMENT
Category “S”**

Sr #	Designation	Scale	Phase wise Posts		
			I	II	III
	S-1: Skilled/Technical Support Staff				
1	Electrician	S1	0	1	1
2	Mechanic	S1	0	1	1
3	Work-charge Cleaner (if performing technical cleaning duties)	S1	3	8	14
	S-2: General Operational Support Staff				
1	Driver	S2	3	10	26
2	Office Attendant	S2	8	15	21
3	Peon	S2	0	15	21
	S-3: Janitorial & Daily Wage/Work-Charge Staff				
1	Janitorial Staff	S3	5	8	14
2	Security Guards	S3	4	4	10
3	Work-charge Cleaner (if categorized as daily wage/manual)	S3	5	8	14
	Subtotal "Category - S"		28	70	122
Grand Total of Categories - E+M+C+S			57	146	241

Note(s):

1. Mechanics, Drivers, Attendants, Office Boys, Peons, Mali, and all personnel appointed on contract or daily-wage basis to provide supporting services including those engaged in mines and minerals development are classified under Category “S” (Support Staff). This classification also encompasses any similar roles at the same level as deemed appropriate.
2. The HR requirements outlined are tentative and subject to modification. As the supreme authority for all HR-related matters, the Board of Directors is the competent forum to consider and approve any revisions to employment terms and conditions, in accordance with the HR Manual. All projected requirements for Phase I and subsequent periods should therefore be treated as subject to change by the Board.

REMUNERATION & INCREMENT POLICY

It is recommended that HR Manual has to be developed without being delayed to cover the following essential aspects:

1. Employment Contracts – inbuild with renewal terms
2. Minimum/Maximum/Average Monthly remuneration
3. Annual increment in salaries
4. Fringe benefits in addition to salaries such as reimbursement of petrol/oil or TADA
5. Leave Policy – Casual, Earned or Medical Leaves

Pending to the HR Manual, however, the following increment policy has been adopted for purposes of computation of financial burden of employees’ salaries in the financial plan.

Designations	Grades	Annual Increment on Gross Salary
CEO	E-1	6-12%
GMs	E-2	6-12%
Managers	M-1	7-14%
Deputy Managers	M-2	7-14%
Assistant Manager	M-3	7-14%
Officers	C-1	8-16%
Supervisors/PS to CEO	C-2	8-16%
Technical Assistants / Computer Operator / Office Assistant / Tel Operator / Receptionist	C-3	8-16%
Electricians / Mechanics	S-1	9-18%
Drivers / Office Boy / Peon	S-2	9-18%
Janitorial Staff / Work charge helpers / Cleaners	S-3	9-18%

Annual increments, depending on the date of joining of an employee, is subject to completion of the performance appraisal cycle. General Manager (HR & Admin) in consultation with CEO and relevant departmental head shall approve increments. In case of CEO, the annual increment shall be recommended by HR Committee and shall be subject to the Board’s approval. Subject to the HR Manual, annual increment shall not be allowed if an employee remains on probation or his probation period is extended without being regularized.

Chief Executive Officer (CEO) – KPMDMCL

Category	Details
Position Title	Chief Executive Officer (CEO)
Reports To	Board of Directors / Chairman of the Board
Employment Type/Grade	Grade:E-1, Full-time (Contractual or Regular – as per KPMDMCL HR Manual)
Location	Head Office – Khyber Pakhtunkhwa (with extensive travelling to operational sites, stakeholders, regulatory bodies and international forums as needed)

Key Roles & Responsibilities

Functional Area	Responsibilities
Strategic Leadership & Vision	<ul style="list-style-type: none"> ➤ Lead the strategic vision of KPMDMCL with the long-term goal of making it a publicly listed and high-performing company on national stock exchanges. ➤ Drive corporate branding, investor confidence, and national recognition as a professionally governed state-owned enterprise.
Mines & Minerals Sector Growth	<ul style="list-style-type: none"> ➤ Design and execute strategic plans to unlock the potential of mineral resources in KP through scientific exploration, commercial mining, and value addition initiatives. ➤ Oversee exploration-to-commercialization value chain in line with global standards and environmental sustainability.
Project & Portfolio Management	<ul style="list-style-type: none"> ➤ Lead and deliver high-value mineral development projects, including mega infrastructure, processing, and hybrid PPP models. ➤ Ensure timely, budget-aligned, and performance-based project delivery.
Capital Markets Preparation	<ul style="list-style-type: none"> ➤ Oversee pre-listing compliance, corporate restructuring, and performance scaling to meet PSX listing requirements. ➤ Work with financial advisors, SECP, and consultants for IPO readiness and post-listing performance.
Governance & Compliance	<ul style="list-style-type: none"> ➤ Ensure full regulatory compliance with SECP, Mines Department, NEPRA, EPA, and international ESG standards. ➤ Cultivate a culture of transparency, integrity, and zero tolerance for corruption.
Stakeholder Engagement	<ul style="list-style-type: none"> ➤ Represent KPMDMCL at federal and provincial levels, with foreign investors, development partners, and industry forums. ➤ Build trust-based relationships with communities, investors, and regulators.
Fundraising & Investment Mobilization	<ul style="list-style-type: none"> ➤ Attract foreign and domestic investment, build consortia for PPPs, and operationalize funds like the Mineral Development Fund (MDF) through strategic financial partnerships.
Organizational Transformation	<ul style="list-style-type: none"> ➤ Build a high-performance team culture across departments with emphasis on digital transformation, merit-based HR, and policy-driven internal systems.

Minimum Qualifications

Requirement	Details
Academic Qualification	Master’s degree, preferably PhD in Engineering, Mining, Geology, Business Administration, Economics, Public Policy or Finance from a reputable institution.
Professional Certifications	PMP, CFA, CPA, CIMA, or Chartered-Director certifications are desirable.
Specialized Sectoral Education	Qualifications or diplomas in mineral economics, mining policy, infrastructure finance, or public-private partnerships will be a strong plus.

Experience Requirements

Area	Details
Total Experience	At least 20 years of diversified senior management experience, with a minimum of 5 years as CEO/MD or equivalent in a national/multinational or SOE context.
Sectoral Expertise	Proven leadership in mining, extractives, infrastructure development, or large-scale public-private investment sectors.
Multinational/Public Sector Exposure	Experience with international projects, donor-funded programs, or listed companies, especially those operating under high regulatory and governance frameworks.
Capital Markets Preparation	Demonstrated success in leading IPOs, mergers, or capital market listings or working with publicly listed firms.
Project & Financial Leadership	End-to-end delivery of projects exceeding PKR 5 billion in investment value. Familiarity with financial modelling and strategic portfolio planning.
Digital & Governance Experience	Experience driving ERP, e-Governance, and paperless project or board operations.

Key Performance Indicators (KPIs)

KPI Category	Specific Indicators
Stock Exchange Preparation	<ul style="list-style-type: none"> ➤ Achievement of IPO readiness milestones within first 18 months. ➤ Fulfilment of PSX listing requirements and financial disclosures within target time.
Sectoral Development Impact	<ul style="list-style-type: none"> ➤ Increase in mineral revenue and new mine project initiations by $\geq 25\%$ in 3 years. ➤ Number of new reserves explored and licenses awarded transparently.
Project Execution	<ul style="list-style-type: none"> ➤ Timely execution of $\geq 90\%$ of key development projects annually. ➤ Cost control within $\pm 10\%$ of project budgets.
MDF & Investment Mobilization	<ul style="list-style-type: none"> ➤ Minimum PKR 5 billion capitalized in MDF within 2 years. ➤ Mobilization of at least 2 strategic investors or international partners for large-scale mining projects.
Governance & Audit	<ul style="list-style-type: none"> ➤ Board performance ratings and internal/external audit compliance status remain in “Satisfactory” or “Unqualified” zones.
Stakeholder Confidence	<ul style="list-style-type: none"> ➤ Annual increase in stakeholder satisfaction index (investor, regulator, community) by $\geq 10\%$.
Organizational Development	<ul style="list-style-type: none"> ➤ Restructuring and capacity building of C-level and departmental functions within 12 months. ➤ Implementation of ERP and HRMIS across the company.

Chief Operating Officer-cum-Deputy CEO (COO/Dy. CEO) – KPMDMCL

Category	Details
Position Title	Chief Operating Officer-cum-Deputy CEO (COO/Dy. CEO)
Reports To	Chief Executive Officer (CEO)
Employment Type & Grade	Grade E-2, Full-time (Subject to HR Policy; activated as needed based on strategic requirements)
Location	Head Office – KP, with frequent coordination across projects & departments

Role Context & Strategic Importance

This role is positioned within the company’s approved organogram, with activation contingent upon organizational scale and operational demands. The COO-cum-Deputy CEO shall operate as:

- A strategic and operational bridge between the CEO, CFO, General Managers, and other senior executives;
- A conflict-free coordinator facilitating smooth cross-functional integration;
- A standby alternate in the absence of the CEO for interim leadership and critical representation;
- An enabler of execution, translating strategic direction into operational discipline across business verticals, especially in mining, mineral development, PPP project execution, and financial performance.

Key Roles & Responsibilities

Functional Area	Responsibilities
Strategic Execution	<ul style="list-style-type: none"> ➤ Convert CEO’s strategic directives into operational plans. ➤ Monitor and coordinate cross-functional execution in sync with KPIs and business plans.
Organizational Coordination	<ul style="list-style-type: none"> ➤ Act as the primary coordination node between CEO, CFO, CIA, and all departmental heads. ➤ Facilitate timely issue resolution without departmental overreach.
CEO Support & Representation	<ul style="list-style-type: none"> ➤ Represent CEO in meetings, events, or external communications as delegated. ➤ Provide continuous situational awareness and operational briefing to the CEO.
Project Monitoring	<ul style="list-style-type: none"> ➤ Supervise performance of PPP-based projects and mineral exploration operations. ➤ Track execution of investment and compliance-linked projects.
Board & Governance Liaison	<ul style="list-style-type: none"> ➤ Assist in preparing strategic inputs for the Board. ➤ Ensure Board-approved policies are implemented timely and appropriately across departments.
Conflict Management	<ul style="list-style-type: none"> ➤ Ensure alignment and understanding among CFO, GM-Finance, Legal, HR, and other technical units without allowing overlap or miscommunication.
Operational Reporting	<ul style="list-style-type: none"> ➤ Oversee performance dashboards, MIS, compliance status, and project timelines. ➤ Support performance reviews with data-driven reporting to the CEO.

Minimum Qualifications

Requirement	Details
Academic Qualification	Master’s degree in Business Administration, Management, Engineering, or equivalent from a reputed HEC-recognized university.
Preferred Certifications	PMP, CPIM, Six Sigma, or relevant Executive Leadership Programs from global institutions (e.g., Harvard, LUMS, INSEAD, IBA) are advantageous.
Governance & Compliance Awareness	Should be familiar with SECP Code of Corporate Governance and public sector governance frameworks for Listed Companies.

Experience Requirements

Area	Details
Total Experience	Minimum 15 years, with at least 5 years in senior leadership roles involving cross-functional management and organizational transformation.
Industry Exposure	Strong preference for experience in mines and mineral development, industrial operations, PPP infrastructure projects, or multinational companies.
Cross-functional Coordination	Proven ability to coordinate with CFOs, internal auditors, engineers, compliance heads, and HR leadership in a structured and professional manner.
Executive Communication	Must have excellent communication and interpersonal skills. Ability to present strategic and operational information with clarity and gravitas.
Crisis Management	Experience in handling operational setbacks, ensuring continuity, and working under high-compliance and pressure environments.

Note: The COO/Dy. CEO position, though optional based on organizational requirement, will carry remuneration, perks, and executive privileges equal to that of CFO/CIA/GM-level officers, recognizing its critical coordination and strategic operational support value.

Key Performance Indicators (KPIs)

KPI Category	Specific Indicators
Strategic Execution	<ul style="list-style-type: none"> ➤ Timely implementation of CEO’s directives across all verticals. ➤ Translation of company goals into departmental KPIs with visible traction.
Internal Coordination	<ul style="list-style-type: none"> ➤ Improved cross-functional collaboration metrics (turnaround time, issue resolution). ➤ Zero cross-departmental escalations due to coordination gaps.
Project Monitoring	<ul style="list-style-type: none"> ➤ Timely completion of PPP and mineral projects within budget and scope. ➤ Operational milestones met with minimal deviations.
Operational Reporting	<ul style="list-style-type: none"> ➤ Submission of performance dashboards and CEO briefings on schedule. ➤ MIS reports utilized in at least 90% of decision-making meetings.
Governance & Compliance	<ul style="list-style-type: none"> ➤ Full alignment with SECP and BoD directives. ➤ Compliance gaps, if any, tracked and corrected under COO facilitation.
Crisis Leadership	<ul style="list-style-type: none"> ➤ Demonstrated leadership during CEO absence or crises. ➤ Smooth continuation of operations and Board engagement.
People & Culture	<ul style="list-style-type: none"> ➤ Positive feedback from GMs and team heads. ➤ Reduction in internal friction and increase in collaborative projects or taskforces.

Chief Financial Officer (CFO) – KPMDMCL

Category	Details
Position Title	Chief Financial Officer (CFO)
Reports To	Chief Executive Officer (CEO) and Board of Directors / Finance Committee
Employment Type & Grade	Grade: E-2, Full-time (Contractual or Regular – in accordance with KPMDMCL HR Manual)
Location	Head Office – Peshawar - Khyber Pakhtunkhwa (with travel as required for stakeholder meetings, audits, and project assessments)

Key Roles & Responsibilities

Functional Area	Responsibilities
Strategic Financial Leadership	<ul style="list-style-type: none"> ➤ Design and execute long-term financial strategies aligned with KPMDMCL's mineral development, investment, and public-private partnership goals. ➤ Advise the CEO and Board on financial structuring, capital allocation, and corporate financial health.
Mineral Development Fund (MDF)	<ul style="list-style-type: none"> ➤ Establish and operationalize the Mineral Development Fund (MDF) as a dedicated financial instrument for sectoral development. ➤ Develop fund governance, utilization frameworks, and transparency mechanisms. ➤ Mobilize MDF through royalties, external grants, public sector allocations, and surplus investments. ➤ Ensure focused deployment of MDF for infrastructure, exploration, capacity-building, and technology enhancement in the mining sector.
Financial Planning & Reporting	<ul style="list-style-type: none"> ➤ Manage budgeting, financial forecasting, and preparation of IFRS-compliant financial statements. ➤ Ensure timely reporting to internal and external stakeholders.
Revenue, Royalty & Excise	<ul style="list-style-type: none"> ➤ Oversee robust systems for assessment, collection, reconciliation, and audit of mineral royalties and excise duties. ➤ Implement mechanisms to detect and recover revenue leakages.
Investment & PPP Structuring	<ul style="list-style-type: none"> ➤ Lead financial due diligence, modelling, and structuring of investment deals and hybrid PPP models. ➤ Negotiate financial terms with investors, banks, and development partners.
Regulatory Compliance & Risk	<ul style="list-style-type: none"> ➤ Ensure compliance with SECP, FBR, AOB, and Mines & Minerals Act provisions. ➤ Oversee internal controls, audit response, and risk registers.
Treasury & Cash Flow Management	<ul style="list-style-type: none"> ➤ Maintain optimal cash management, liquidity, and fund allocation practices. ➤ Maximize returns on idle funds and ensure efficient use of financial resources.
Systems & Digital Transformation	<ul style="list-style-type: none"> ➤ Lead the adoption of ERP/financial systems and data analytics platforms to modernize financial processes and reporting.

Minimum Qualifications

Requirement	Details
Professional Qualification	Fellow Member of a recognized professional accounting body (ICAP, ICMAP, ACCA (UK), CPA, CIMA, etc.).
Academic Qualification	Master’s degree in Finance, Accounting, Business Administration, or relevant field from a recognized university.
Additional Certifications	CFA Charter-holder, PMP, CIA, or advanced credentials in investment appraisal, public finance, or financial modelling.

Experience Requirements

Area	Details
Total Experience	12–15 years of relevant post-qualification experience, with at least 5 years in a CFO or senior finance executive position.
Multinational/Public Sector Exposure	Demonstrated experience in multinational companies, donor-funded programs, or public sector corporations under strong governance and regulatory environments.
Sectoral Expertise	Experience in extractive industries, public infrastructure, sovereign/public funds, or hybrid PPP ventures.
Financial Structuring & Fund Management	Proven capability in designing and managing public investment vehicles, development funds, or structured financing instruments.
ERP & Technology	Prior exposure to SAP, Oracle, or similar enterprise systems is essential.

Key Performance Indicators (KPIs)

KPI Category	Specific Indicators
Financial Performance	<ul style="list-style-type: none"> ➤ Timely finalization of audited financial statements with zero material qualifications. ➤ Annual budget adherence within $\pm 5\%$ of approved targets.
MDF Establishment & Utilization	<ul style="list-style-type: none"> ➤ Successful launch and operationalization of the Mineral Development Fund within the first 6 months. ➤ Annual MDF disbursement ratio $\geq 80\%$ of budgeted allocations. ➤ % of MDF projects with measurable socio-economic or sectoral impact indicators. ➤ External audit rating of MDF fund utilization: Clean or Qualified with no major non-compliances.
Revenue & Royalty Assurance	<ul style="list-style-type: none"> ➤ $\geq 10\%$ YoY growth in royalty/excise recovery. ➤ Reduction in leakages or uncollected revenue by $\geq 20\%$ within first 2 years.
Investment & PPP Execution	<ul style="list-style-type: none"> ➤ At least 2 major PPP or investment deals financially closed annually. ➤ Financial close of $\geq 75\%$ of feasible mineral or infrastructure projects.
Governance & Compliance	<ul style="list-style-type: none"> ➤ 100% statutory filings and reporting deadlines met. ➤ Closure of internal/external audit recommendations within 90 days.
Digital Financial Systems	<ul style="list-style-type: none"> ➤ 100% migration of finance function to ERP system within 12 months. ➤ Reduction in manual processes by 50% within 18 months.

Chief Internal Auditor (CIA) – KPMDMCL

Category	Details
Position Title	Chief Internal Auditor (CIA)
Reports To	Audit Committee of the Board of Directors (Functionally); CEO/MD (Administratively)
Employment Type & Grade	Grade: E-2, Full -time (Contractual or Regular – as per SECP guidelines and company policy)
Location	Head Office – Khyber Pakhtunkhwa (with travel to project sites and operational units as required)

Key Roles & Responsibilities

Functional Area	Responsibilities
Governance & Oversight	<ul style="list-style-type: none"> ➤ Establish and maintain a robust internal control environment aligned with SECP’s Code of Corporate Governance for Listed Companies. ➤ Maintain full independence and unrestricted access to the Audit Committee.
Strategic Communication	<ul style="list-style-type: none"> ➤ Communicate fluently and confidently with the Board, Audit Committee, and management. ➤ Translate complex audit findings into concise, actionable insights and ensure clarity in internal audit reports. ➤ Understand and align internal audit scope with expectations of External Auditors and regulatory bodies.
Internal Audit Planning	<ul style="list-style-type: none"> ➤ Design and implement comprehensive, risk-based audit plans with relevance to the company’s operations, including revenue (royalty/excise) and projects. ➤ Ensure coverage of operational, financial, IT, and governance processes.
Regulatory Compliance	<ul style="list-style-type: none"> ➤ Ensure complete adherence to SECP regulations, Companies Act 2017, IFRS, Mines and Minerals Rules, and audit committee guidelines. ➤ Monitor timely implementation of audit observations.
Audit Quality & Reporting	<ul style="list-style-type: none"> ➤ Generate high-quality internal audit reports with actionable recommendations, appropriate root cause analysis, and risk impact categorization. ➤ Report results to the Audit Committee and assist the Board in governance improvements.
Fraud Risk Management	<ul style="list-style-type: none"> ➤ Proactively identify, assess, and report fraud or ethical concerns; manage whistle-blower mechanisms with confidentiality.
IT & Analytics	<ul style="list-style-type: none"> ➤ Leverage digital tools, ERP-based controls (SAP/Oracle), and data analytics for efficient and intelligent audits.

Minimum Qualifications

Requirement	Details
Academic Qualification	Minimum: Master’s degree in Accounting, Finance, Business Administration, or a related field from a recognized institution.
Professional Certification	Mandatory: Certified Internal Auditor (CIA), Chartered Accountant (CA), or ACCA. Preferred: CISA, CFE, CPA, or equivalent international audit credentials.
SECP Compliance	Must meet criteria under SECP’s Listed Companies (Code of Corporate Governance) Regulations, 2019.

Experience Requirements

Area	Details
Total Experience	At least 10–15 years in internal auditing, risk management, and compliance—preferably in public interest entities or listed companies.
Listed/Public Sector Experience	Minimum 3–5 years in listed entities, Big 4 firms, multinational corporations, or regulatory agencies with direct engagement in governance and statutory compliance.
Communication & Analytical Skills	Must possess exceptional verbal and written communication skills. Proven ability to present audit issues logically, persuasively, and with clarity. Able to engage with the Board, senior executives, and external auditors with credibility.
Audit Report Development	Demonstrated experience in producing audit reports of professional standard with emphasis on risk categorization, recommendations, and board alignment.
Sectoral Understanding	Preferably familiar with mining sector operations, mineral revenue collection systems, and hybrid PPP financial controls.
Digital & Analytics Capability	Hands-on experience with ERP audit modules, CAATs, data analytics platforms, and digital auditing tools.

Key Performance Indicators (KPIs)

KPI Category	Specific Indicators
Audit Plan Execution	<ul style="list-style-type: none"> ➤ 100% completion of annual risk-based audit plan. ➤ Timely closure of audit observations and actions by process owners.
Communication Excellence	<ul style="list-style-type: none"> ➤ Positive feedback from the Audit Committee on audit report clarity and relevance. ➤ Clear and persuasive communication of risks and controls.
Audit Report Quality	<ul style="list-style-type: none"> ➤ Number of reports meeting international audit standards and accepted by external auditors without material disagreement. ➤ Reduced number of reporting errors or misclassifications.
Board Engagement	<ul style="list-style-type: none"> ➤ Demonstrated understanding of Board’s strategic audit expectations. ➤ Frequency and quality of updates to the Board and its Committees.
Control Effectiveness	<ul style="list-style-type: none"> ➤ Measurable reduction in control failures and recurrence of similar issues. ➤ Increased risk mitigation based on audit insights.
Regulatory Compliance	<ul style="list-style-type: none"> ➤ Zero non-compliances or audit deficiencies highlighted by SECP or external auditors. ➤ Complete adherence to Corporate Governance framework.
Fraud & Ethics Oversight	<ul style="list-style-type: none"> ➤ Timely handling of whistle-blower cases and fraud detection. ➤ Implementation of a company-wide ethics and risk culture through awareness sessions.

General Manager – Human Resource Management (GM-HRM)

Category	Details
Position Title	General Manager – Human Resource Management (GM-HRM)
Grade	E-2 (Equivalent to CFO, CIA, and COO)
Reports To	CEO (or COO, if appointed)
Employment Type	Full-time (Regular)
Location	Head Office – Khyber Pakhtunkhwa, with periodic travel to field offices/sites

Role Overview & Strategic Importance

The GM-HRM is the functional head of Human Resource & Administration, responsible for designing and managing a resilient, transparent, and responsive HR framework aligned with corporate governance norms, public sector accountability, and strategic goals. The role supports executive leadership in building institutional capacity, ensuring regulatory HR compliance, and cultivating a merit-driven culture.

Key Roles & Responsibilities

Domain	Responsibilities
HR Strategy & Policy	<ul style="list-style-type: none"> ➤ Design and implement HR policies, compensation structures, and workforce planning frameworks. ➤ Align HRM practices with SECP and stock-listing compliance.
Recruitment & Onboarding	<ul style="list-style-type: none"> ➤ Develop transparent, merit-based hiring practices in line with Board-approved hiring policy. ➤ Oversee executive-level appointments and succession planning.
Training & Development	<ul style="list-style-type: none"> ➤ Institutionalize Learning & Development plans. ➤ Lead leadership development and performance appraisal initiatives across the organization.
Employee Relations	<ul style="list-style-type: none"> ➤ Maintain a healthy employee relations climate. ➤ Mediate conflict resolution and ensure compliance with labor laws and public sector codes.
Organizational Development	<ul style="list-style-type: none"> ➤ Advise on organogram structuring, departmental KPIs, and capacity-building interventions. ➤ Support change management aligned with operational growth.
HR Governance & Compliance	<ul style="list-style-type: none"> ➤ Ensure compliance with Companies Act, Public Sector HR guidelines, labor laws, and SECP Code of Corporate Governance. ➤ Support HR audit requirements.
Administrative Oversight	<ul style="list-style-type: none"> ➤ Oversee administrative operations including transport, office infrastructure, security, and logistics. ➤ Ensure efficiency and accountability.
Board & Audit Support	<ul style="list-style-type: none"> ➤ Prepare HR performance reports for the Board HR Committee. ➤ Collaborate with Internal Auditor and external evaluators on HR compliance matters.

Minimum Qualifications

Requirement	Details
Academic Qualification	Master’s degree in HRM, Public Administration, Business Administration, or equivalent from an HEC-recognized university.
Preferred Certifications	SPHR, CHRP, CIPD, SHRM-CP/SCP or equivalent international credentials will be considered a significant advantage.
Legal & Regulatory Insight	Demonstrated understanding of Labour and service laws, SECP requirements for listed companies, and HR governance practices.

Experience Requirements

Area	Details
Total Experience	Minimum 15 years, with at least 5 years in a senior HR leadership capacity in public sector, listed company, or multinational environment.
Sector Relevance	Experience in mineral development, industrial operations, infrastructure/PPP projects, or public-sector HR reform environments will be preferred.
Strategic HRM Capability	Proven record of implementing large-scale recruitment, compensation reform, organizational structuring, and performance systems.
Communication & Influence	Must possess strong oral and written communication skills. Fluent in English and Urdu. Skilled at HR policy presentations to C-Suite and Board level.
Cultural Transformation Expertise	Ability to drive change in traditional structures, strengthen meritocracy, and enforce accountability mechanisms through HR systems.

Key Performance Indicators (KPIs)

KPI Domain	Indicators
Policy & Compliance	<ul style="list-style-type: none"> ➤ All HR policies updated and aligned with legal, SECP, and audit requirements. ➤ 100% compliance in HR record keeping, contracts, and evaluations.
Recruitment Efficiency	<ul style="list-style-type: none"> ➤ 90% of recruitment completed within approved timeframes. ➤ Executive appointments processed with transparency and procedural audit trail.
Training & L&D	<ul style="list-style-type: none"> ➤ Annual training plan executed covering >80% of staff. ➤ Talent development pipeline created with succession planning for E-3 to E-1 grades.
Employee Engagement	<ul style="list-style-type: none"> ➤ Employee satisfaction scores improved YoY. ➤ Reduction in grievances and conflict escalation due to proactive ER mechanisms.
Organizational Structure	<ul style="list-style-type: none"> ➤ Periodic review and optimization of the organogram. ➤ Executive KPIs embedded into appraisals and aligned with company’s strategic direction.
Administrative Oversight	<ul style="list-style-type: none"> ➤ Admin cost optimized within 90% of approved budget. ➤ Security, vehicle, and office operations evaluated and improved through feedback loops.
Board & CEO Interface	<ul style="list-style-type: none"> ➤ Accurate and timely reporting to HR Committee and CEO. ➤ Responsive support to Board-level HR directives and compliance updates.

General Manager – Exploration (GM-Exploration)

Category	Details
Position Title	General Manager – Exploration (GM-Exploration)
Grade	E-2 (Equivalent to CFO, CIA, COO, GM-HRM)
Reports To	Chief Executive Officer (CEO) or Chief Operating Officer (COO), if appointed
Employment Type	Full-time (Regular)
Location	Head Office with extensive field travel across mineral-rich zones, exploration blocks, and joint venture exploration areas

Strategic Importance & Role Overview

The GM-Exploration is responsible for leading all geological exploration activities of KPMDMCL, including planning, evaluation, and advancement of mineral prospects from reconnaissance to feasibility stage. The role is pivotal in identifying viable mineral resources, generating bankable geological data, and ensuring that exploration activities adhere to international technical and environmental standards. The GM-Exploration will provide technical leadership in unlocking mineral potential and securing investor confidence.

Key Roles & Responsibilities

Domain	Responsibilities
Exploration Strategy	➤ Develop and implement short- and long-term exploration strategies aligned with KP Mineral Policy-2022 and organizational goals.
Geological Assessment	➤ Oversee regional geological mapping, geochemical surveys, and geophysical analysis for mineral prospecting.
Resource Evaluation	➤ Lead exploration drilling, sampling, and resource estimation according to international reporting codes (e.g., JORC, NI 43-101).
Project Planning	➤ Prepare and vet technical documentation for each exploration stage; recommend priority blocks for mining feasibility.
Contractor Oversight	➤ Supervise exploration service providers and ensure adherence to quality and safety benchmarks.
Data Management	➤ Ensure proper logging, data integrity, GIS integration, and digital records for all exploration work.
Compliance & HSE	➤ Ensure exploration operations comply with environmental and mining safety regulations.
Interdepartmental Liaison	➤ Coordinate with GM-Mining & Processing and GM-Finance for feasibility inputs, JV planning, and budgeting.
Innovation & Tech Use	➤ Promote use of remote sensing, GIS tools, AI-based mineral target identification, and advanced mineral exploration technology.
Reporting	➤ Submit geological progress reports and prospect appraisal summaries to CEO and Board.

Minimum Qualifications

Requirement	Details
Academic Qualification	Master’s Degree in Geology, Geological Engineering, or Earth Sciences from an HEC-recognized university.
Preferred Certifications	Competent Person/Qualified Person registration under CRIRSCO, JORC, or NI standards; certifications in remote sensing/GIS tools.
Regulatory Understanding	Familiarity with KP Mineral Policy-2022, Mines & Minerals Act, Geological Survey standards, and SECP governance requirements.

Experience Requirements

Area	Details
Total Experience	Minimum 15 years in mineral exploration with at least 7 years in senior exploration leadership roles.
Sector Relevance	Demonstrated expertise in mineral target identification, exploration design, field management, and resource estimation.
International Exposure	Preference for experience with multinational exploration firms or donor-funded mineral development programs.
Leadership & Communication	Excellent leadership and field communication skills, with proficiency in Urdu and English.
Stakeholder Engagement	Experience dealing with local communities, regulators, environmental agencies, and technical partners.

Key Performance Indicators (KPIs)

KPI Domain	Indicators
Exploration Milestones	<ul style="list-style-type: none"> • % of exploration programs completed as per plan and within budget.
Geological Reporting	<ul style="list-style-type: none"> • Quality and timeliness of geological reports, maps, and feasibility support documentation.
Resource Identification	<ul style="list-style-type: none"> • Number of viable deposits identified and advanced to next-stage studies.
Compliance & HSE	<ul style="list-style-type: none"> • % adherence to environmental and exploration safety regulations; zero violations.
Data Digitization	<ul style="list-style-type: none"> • % of exploration data digitized, archived, and integrated with GIS platform.
Innovation	<ul style="list-style-type: none"> • Number of new exploration technologies/tools adopted.
Stakeholder Coordination	<ul style="list-style-type: none"> • Satisfaction rating from contractors, community liaisons, and regulatory bodies.

General Manager – Mining & Production (GM-Mining & Production)

Category	Details
Position Title	General Manager – Mining & Production (GM-M&P)
Grade	E-2 (Equivalent to CFO, CIA, COO, GM-HRM)
Reports To	Chief Executive Officer (CEO) or Chief Operating Officer (COO), if appointed
Employment Type	Full-time (Regular)
Location	Head Office with routine field travel to mining and mineral processing sites

Strategic Role Overview

The GM-Mining & Production is responsible for leading and optimizing mining operations and downstream mineral processing activities of KPMDMCL. This role includes developing mine plans, managing mineral beneficiation processes, ensuring operational safety, and maximizing mineral recovery and value addition. The GM-M&P is key to transforming raw resources into market-ready products, thereby contributing to economic viability and sustainable operations.

Key Roles & Responsibilities

Domain	Responsibilities
Mine Planning & Design	➤ Supervise preparation of mine development and extraction plans with proper sequencing and sustainability focus.
Processing Optimization	➤ Oversee mineral beneficiation, crushing, screening, separation, and other processing operations.
Plant & Equipment Management	➤ Ensure uptime and performance of mining and processing machinery and infrastructure.
Production Targets	➤ Achieve monthly and annual production goals aligned with project feasibility and investor expectations.
Technical Supervision	➤ Lead in-house teams and contractors for mine site operations; resolve technical bottlenecks.
Safety & Compliance	➤ Enforce HSE standards, ensure compliance with mine safety laws and labor welfare requirements.
Quality Assurance	➤ Ensure product quality control and lab analysis as per customer or partner specifications.
Cost Optimization	➤ Monitor cost-efficiency in fuel, manpower, equipment use, and material losses.
Reporting	➤ Provide periodic reports on mining volumes, recovery ratios, and plant performance to CEO and Board.
Collaboration	➤ Work with GM-Exploration for geological inputs and with GM-Finance for budgeting and project appraisal.

Minimum Qualifications

Requirement	Details
Academic Qualification	Master’s Degree in Mining Engineering, Metallurgy, Mineral Processing, or related fields from an HEC-recognized institution.
Preferred Certifications	Mine Manager Certificate, Mine Safety & Health Administration (MSHA) certification, ISO/QA certifications.
Regulatory Understanding	Sound knowledge of mining operations law, safety and labor regulations, and mineral licensing rules.

Experience Requirements

Area	Details
Total Experience	Minimum 15 years of experience in mine operations or mineral processing, with at least 7 years in leadership roles.
Sector Relevance	Proven track record in managing medium to large-scale mining or mineral processing plants.
Technology Application	Experience with automated or semi-automated plants, process flow optimization, and lean operations.
Leadership & Communication	Strong team leadership and crisis management skills; effective communication in English and Urdu.
Stakeholder Engagement	Experience coordinating with contractors, suppliers, regulators, and public/private sector partners.

Key Performance Indicators (KPIs)

KPI Domain	Indicators
Production Efficiency	➤ % achievement of monthly/annual production and recovery targets.
Processing Yield	➤ Improvement in mineral yield and % reduction in material loss during processing.
Cost Control	➤ % reduction in unit production cost and energy usage.
Plant Uptime	➤ Plant availability and downtime metrics.
Safety Compliance	➤ % compliance with mine safety laws; zero fatal incidents.
Product Quality	➤ % of output meeting quality control benchmarks.
Environmental Compliance	➤ Adherence to environmental laws and mineral waste disposal protocols.
Contractor Performance	➤ Contractor and plant staff performance ratings.

General Manager – Planning, Monitoring & Evaluation (GM–PME)

Category	Details
Position Title	General Manager –Planning, Monitoring & Evaluation (GM–PME)
Grade	E-2
Reports To	Chief Executive Officer (CEO) / Chief Operating Officer (COO)
Employment Type	Full-time (Regular)
Location	Head Office with necessary field travel for site evaluation, stakeholder coordination, and investment facilitation

Strategic Role Overview

The GM–PPME is the lead architect of project lifecycle governance at KPMDMCL—from strategic planning and feasibility studies to structuring and execution of public-private partnership (PPP) projects, monitoring results, and evaluating impact. The role heads the Project Preparation Cell (PPC), a specialized in-house unit responsible for preparing PC-I, PC-II, and other planning documents, coordinating project financing through financial modeling and PPP frameworks, and attracting DFIs and private investors into commercially viable mining-related ventures. This function is central to long-term capital development and sector modernization, and plays a bridging role between planning, finance, operations, and regulatory affairs.

Key Roles & Responsibilities

Domain	Responsibilities
Project Planning	<ul style="list-style-type: none"> ➤ Lead formulation of mineral development and infrastructure projects. ➤ Prepare PC-I, PC-II, PC-III documents in line with planning and budgeting regulations.
Feasibility & Appraisal	<ul style="list-style-type: none"> ➤ Manage technical and financial feasibility studies through in-house PPC or external consultants. ➤ Ensure risk and value-based appraisals.
PPP Structuring	<ul style="list-style-type: none"> ➤ Structure hybrid and full PPP projects with contractual models like BOT, BOOT, BLT etc. ➤ Lead financial close coordination with stakeholders.
Investment Mobilization	<ul style="list-style-type: none"> ➤ Engage mobile DFIs, private sector firms, investment banks, and equity partners. ➤ Prepare investment prospectuses and pitch materials.
Financial Modeling	<ul style="list-style-type: none"> ➤ Oversee development of robust financial models including NPV, IRR, cash flow, and scenario analysis for all capital projects.
Project Monitoring	<ul style="list-style-type: none"> ➤ Create physical and financial monitoring matrices for projects under execution. ➤ Track milestones, disbursements, and output indicators.
Impact Evaluation	<ul style="list-style-type: none"> ➤ Design M&E frameworks to assess economic, social, and operational impact of completed projects. ➤ Provide post-completion evaluations.
Policy & Documentation	<ul style="list-style-type: none"> ➤ Develop internal SOPs for planning, appraisal, M&E processes. ➤ Ensure documentation is audit-ready and aligned with public sector standards.
Interdepartmental Liaison	<ul style="list-style-type: none"> ➤ Coordinate with GM–Operations, GM–Finance, GM–RCMW, Legal, and HRM for integrated planning and timely project execution.
Reporting to Management	<ul style="list-style-type: none"> ➤ Present dashboards and quarterly/annual reports to CEO, COO, and Board on the status, performance, and impact of ongoing and planned projects.

Minimum Qualifications

Requirement	Details
Academic Qualification	Master’s degree in Project Management, Business Administration, Economics, Civil/Mining Engineering, Public Policy, or related field from HEC-recognized university
Preferred Certifications	PMP (Project Management Professional), or certifications in M&E, PPP Structuring, or Investment Appraisal
Technical Skills	Strong command in financial modeling, feasibility drafting, government planning formats (e.g., PC-I), and PPP contracts structuring
Communication & Reporting	Excellent verbal and written communication skills in English and Urdu. Capable of high-quality reporting and investor communication

Experience Requirements

Area	Details
Total Experience	Minimum 15 years of progressively responsible experience in project planning, financial modeling, PPPs, or development finance
Relevant Sector Background	Preference for candidates with experience in minerals, infrastructure, energy, or industrial development projects, especially in public-private frameworks
M&E Experience	At least 3–5 years’ experience in leading or implementing project monitoring and evaluation systems for large-scale projects
Investment & Financial Modeling	Proven record of structuring investment-ready projects, preparing financial models, or attracting public and private funds
Donor/DFI Exposure	Hands-on coordination with DFIs, investment funds, or international project partners is a strong plus

Key Performance Indicators (KPIs)

KPI Domain	Indicators
Project Pipeline Delivery	<ul style="list-style-type: none"> ➤ Number/value of projects approved in PC-I/PC-II format ➤ Timeliness of project submission to relevant authorities
Feasibility Readiness	<ul style="list-style-type: none"> ➤ Number of feasibility studies completed in-house or supervised ➤ Time and cost efficiency of study completion
PPP Engagement	<ul style="list-style-type: none"> ➤ Number/value of PPP projects structured and approved ➤ Number of investor expressions of interest (EOIs) or MOUs signed
Financial Modeling	<ul style="list-style-type: none"> ➤ Accuracy and auditability of financial models ➤ Number of models prepared and accepted by investors or DFIs
M&E Performance	<ul style="list-style-type: none"> ➤ Completion rate of M&E frameworks and reporting tools ➤ % of projects achieving their stated impact indicators
Investment Mobilization	<ul style="list-style-type: none"> ➤ Amount of private or DFI capital mobilized ➤ Conversion ratio of investor interest to project execution
Internal Coordination	<ul style="list-style-type: none"> ➤ Cross-department planning meetings led ➤ Resolution time for bottlenecks in planning or execution
Reporting Quality	<ul style="list-style-type: none"> ➤ Quality score of reports as assessed by CEO/Board ➤ Timely submission of quarterly and annual project performance reports

General Manager –Business Development (GM–BD)

Category	Details
Position Title	General Manager – Business Development (GM–BD)
Grade	E-2 (Equivalent to CFO, COO, CIA, GM–Operations, GM–HRM, GM–RCMW, GM–PPME)
Reports To	Chief Executive Officer (CEO) / Chief Operating Officer (COO)
Employment Type	Full-time (Regular)
Location	Head Office, with frequent travel to client sites, domestic & international investor events, and government forums

Strategic Role Overview

The GM–BD is responsible for driving investment attraction, sales strategy, and business development initiatives for KPMDMCL. The role involves active engagement with public and private investors, marketing of mineral resources and projects, and identifying new business opportunities, partnerships, joint ventures (JVs), and public-private partnerships (PPPs). This high-visibility leadership position directly supports KPMDMCL’s goals of commercialization, stock exchange listing, and building a diversified investor and revenue base.

Key Roles & Responsibilities

Domain	Responsibilities
Investment Promotion	<ul style="list-style-type: none"> ➤ Develop and execute strategies to attract local and foreign investment into KPMDMCL projects and JVs. ➤ Build networks with DFIs, equity partners, and government stakeholders.
Sales Strategy & Revenue	<ul style="list-style-type: none"> ➤ Formulate marketing and pricing strategies for mineral products and services. ➤ Ensure revenue targets are aligned with the company’s business plan.
Business Development	<ul style="list-style-type: none"> ➤ Identify, evaluate, and pursue new commercial opportunities in mining, mineral trading, logistics, and value chain integration.
Stakeholder Engagement	<ul style="list-style-type: none"> ➤ Liaise with government agencies, private sector associations, chambers, and potential partners to facilitate business opportunities.
PPP & JV Facilitation	<ul style="list-style-type: none"> ➤ Collaborate with GM–PPME and Legal teams to structure PPPs and JVs. ➤ Support commercial negotiations.
Market Research	<ul style="list-style-type: none"> ➤ Analyze domestic and global commodity markets, pricing trends, investor sentiments, and supply-demand forecasts.
Investor Communications	<ul style="list-style-type: none"> ➤ Prepare investor briefings, prospectuses, and presentations for roadshows, expos, and conferences. ➤ Maintain CRM records of key investors.
Interdepartmental Coordination	<ul style="list-style-type: none"> ➤ Work with Finance, Operations, RCMW, and PPC to align investment and sales strategies with operational capacity and policies.
MIS & Reporting	<ul style="list-style-type: none"> ➤ Develop dashboards and regular reports (monthly/quarterly) on sales, leads, pipeline, and market trends for the CEO and Board.

Minimum Qualifications

Requirement	Details
Academic Qualification	Master’s degree in Business Administration, Marketing, Finance, Economics, or related field from an HEC-recognized university
Preferred Certifications	Certifications in Investment Management, Financial Markets, or International Trade/Business
Communication & Soft Skills	Excellent verbal and written communication skills in English and Urdu; strong persuasion, negotiation, and investor-relations skills
Technical Competence	Proficiency in financial appraisal, investment promotion, sales analytics, and market forecasting tools

Experience Requirements

Area	Details
Total Experience	Minimum 15 years in sales, business development, investment promotion, or trade and marketing, with leadership experience in strategy execution
Multinational / DFI Exposure	Preference for experience in multinational corporations, DFIs, or large public-private companies
Sectoral Experience	Mining, energy, infrastructure, logistics, industrial sales, or mineral value chain experience highly preferred
International Trade	Knowledge of export procedures, international commodity sales, and foreign investment laws is an asset
Investor Mobilization	Proven track record of mobilizing investments or structuring partnerships worth Rs. 1 billion or more

Key Performance Indicators (KPIs)

KPI Domain	Indicators
Investment Mobilization	- Volume and value of domestic and international investments secured- Number of MOUs/agreements executed with investors
Sales Performance	- Achievement of quarterly and annual sales revenue targets- Growth in product penetration and market share
Business Development	- Launch of new business lines or territories- Conversion rate from leads to signed agreements
Investor Engagement	- Number of investor briefings, meetings, or expos conducted- Quality and timeliness of investment marketing materials
Strategic Partnerships	- Number/value of PPPs, JVs, or alliances executed
Internal Coordination	- Number of cross-department initiatives and responsiveness to planning needs
Reporting Quality	- Timeliness, accuracy, and analytical depth of reports submitted to management

Remuneration & Classification

This role is classified at E-2 level, equivalent to CFO, CIA, COO, and other GMs, with a competitive compensation package designed to attract high-caliber professionals possessing strategic investment and commercial expertise.

Company Secretary – BOD KPMDMCL

Category	Details
Position Title	Company Secretary
Grade	M-Series (Management Category – equivalent to Managers under Corporate Governance compliance requirements)
Reports To	Chief Executive Officer (CEO)
Employment Type	Full-time (Regular)
Location	Head Office

Strategic Role Overview

The Company Secretary plays a central role in ensuring compliance with legal and regulatory requirements, coordinating and documenting Board of Directors and Shareholders meetings, and managing internal governance processes. As a key confidante of the Board and executive management, the Company Secretary is expected to demonstrate exceptional communication, analytical drafting ability, and the capacity to handle sensitive matters related to human resources, board relations, and shareholder interactions with tact, confidentiality, and professionalism.

Key Roles & Responsibilities

Domain	Responsibilities
Board Support & Compliance	<ul style="list-style-type: none"> ➤ Prepare and maintain agendas, notices, and minutes for Board, Audit Committee, HR Committee, and General Meetings (AGMs/EGMs). ➤ Ensure timely regulatory filings with SECP, PSX, and other authorities.
Statutory Record-Keeping	<ul style="list-style-type: none"> ➤ Maintain updated statutory registers (Directors, Shareholders, Debentures, etc.) ➤ Manage filing of annual returns, resolutions, and declarations.
Legal & Governance Advisory	<ul style="list-style-type: none"> ➤ Advise the Board on statutory duties, legal risks, and governance best practices. ➤ Ensure compliance with the Companies Act, 2017, and applicable listing rules.
Stakeholder Engagement	<ul style="list-style-type: none"> ➤ Liaise with shareholders, regulators (SECP, FBR, etc.), stock exchanges, and external auditors as the official point of contact.
Policy Drafting & Communication	<ul style="list-style-type: none"> ➤ Draft board resolutions, internal policies, and legal correspondence. ➤ Translate complex regulatory language into actionable internal processes.
Human Resource Interface	<ul style="list-style-type: none"> ➤ Assist CEO/COO in employee-related matters requiring confidential handling (disciplinary actions, governance issues, whistle-blower reports, etc.).
Meeting Coordination	<ul style="list-style-type: none"> ➤ Organize logistics for all official meetings, including accurate recording and dissemination of minutes and decisions.
Risk & Ethics Oversight	<ul style="list-style-type: none"> ➤ Act as custodian of the company’s Code of Conduct and Ethics policies. ➤ Maintain integrity of governance practices during high-pressure or sensitive scenarios.
Cross-functional Liaison	<ul style="list-style-type: none"> ➤ Act as liaison between the Board and management, ensuring clarity of communication and supporting compliance functions across departments.
Continuous Monitoring	<ul style="list-style-type: none"> ➤ Keep updated on evolving corporate laws, governance codes, and public company requirements and inform management accordingly.

Minimum Qualifications

Requirement	Details
Academic Qualification	Minimum LLB or Master’s degree in Business Administration, Public Policy, Law, or equivalent from a recognized university
Professional Certification	Mandatory certification/licensure from ICSP (Institute of Corporate Secretaries of Pakistan) or equivalent recognized professional body
Preferred Training	Specialized training in Corporate Governance, Board Management, and Regulatory Affairs
Language & Communication	Fluent in written and spoken English and Urdu; must be capable of preparing legally accurate and persuasive documents, letters, and minutes
Interpersonal Skills	Excellent coordination, facilitation, and diplomacy; must have the ability to manage Board-level communications with discretion and authority

Experience Requirements

Area	Details
Total Experience	Minimum 10 years’ post-qualification experience, with at least 3 years as Company Secretary or Assistant Company Secretary in a listed entity
Public Company Exposure	Demonstrated experience managing company secretarial functions in a listed or public sector company with active board governance
Board and Legal Coordination	Strong record in organizing and recording board and statutory meetings, compliance reviews, and correspondence with regulators
Handling Sensitive Matters	Experience in managing confidential employee matters and whistleblower processes with integrity and authority
Regulatory Compliance	Hands-on knowledge of SECP regulations, Companies Act, PSX Listing Regulations, Code of Corporate Governance, and relevant financial laws

Key Performance Indicators (KPIs)

KPI Domain	Indicators
Board Management	<ul style="list-style-type: none"> ➤ Timely conduct and high-quality documentation of Board and Committee meetings ➤ Compliance with statutory deadlines and meeting protocols
Regulatory Filings	➤ 100% accuracy and timeliness of annual returns, SECP filings, PSX disclosures, and other mandatory submissions
Governance Compliance	➤ No significant observations or penalties from SECP or auditors related to corporate governance
Document Quality	➤ Quality and clarity of resolutions, reports, minutes, legal drafts, and HR communications prepared
Stakeholder Feedback	➤ Positive feedback from Board, regulators, shareholders, and employees on clarity, promptness, and professionalism of secretarial communication
Crisis Handling	➤ Effectiveness in addressing HR or compliance-related crises or disputes, especially those needing neutral board-level intervention
Legal & Policy Updates	➤ Proactive tracking and dissemination of new governance rules, laws, and market disclosure requirements

Manager (Finance & Accounts)

Category	Details
Position Title	Manager (Finance & Accounts)
Grade	Management Position (Equivalent to Functional Heads under M-1 or as per HR Policy)
Reports To	Chief Financial Officer (CFO)
Employment Type	Full-time (Regular)
Location	Head Office (With oversight responsibilities for zonal/project-level reporting units)

Strategic Role Overview

The Manager (Finance & Accounts) will ensure the accuracy, integrity, and standardization of financial records of the company across all operations. This includes managing the books of accounts, monitoring zones/projects-level reporting, ensuring compliance with International Financial Reporting Standards (IFRS), and supporting the CFO in preparing key financial statements including Monthly Operating Results, Quarterly Statements of Affairs, and Annual Financial Reports. The role demands analytical rigor, strong reporting acumen, ERP proficiency, and deep understanding of accounting regulations in a high-compliance, listed-company environment.

Key Roles & Responsibilities

Domain	Responsibilities
Accounting Oversight	<ul style="list-style-type: none"> ➤ Maintain comprehensive books of accounts at the Head Office and ensure real-time reconciliation with all field/zonal/project units. ➤ Apply proper classification and coding of transactions as per chart of accounts and financial software.
Periodic Reporting	<ul style="list-style-type: none"> ➤ Prepare and review Monthly Operating Results (MORs), Quarterly Statements, and Annual Financial Reports. ➤ Ensure timely financial disclosures for internal and external stakeholders.
Compliance & Standards	<ul style="list-style-type: none"> ➤ Ensure adherence to IFRS, IAS, Companies Act, SECP guidelines, and public sector financial reporting frameworks.
Coordination with Zones/Projects	<ul style="list-style-type: none"> ➤ Monitor field-level financial reporting practices, provide guidance, and ensure uniformity and accuracy across all sites.
Audit & Assurance	<ul style="list-style-type: none"> ➤ Support the CFO during internal/external audits by preparing necessary reconciliations, schedules, and documentation.
Budgeting & Analysis	<ul style="list-style-type: none"> ➤ Assist in the preparation, implementation, and review of budgets and forecasts.
ERP/Software Application	<ul style="list-style-type: none"> ➤ Maintain and validate financial data in the ERP/finance system; support system development for better control and reporting.
Assets & Inventory	<ul style="list-style-type: none"> ➤ Ensure proper documentation and control over fixed assets, inventories, and accounting for asset lifecycle and movement.
Taxation Interface	<ul style="list-style-type: none"> ➤ Liaise with Tax/Compliance team for data support in statutory filings (income tax, sales tax, excise returns).
Management Reporting	<ul style="list-style-type: none"> ➤ Develop and deliver financial dashboards, KPIs, and analytical reports to support CFO's strategic decision-making.

Minimum Qualifications

Requirement	Details
Academic Qualification	CA Finalist (Minimum) Preferred: Qualified Chartered Accountant (CA) or Cost & Management Accountant (CMA/ACMA)
Relevant Degrees	Master’s degree in Accounting, Finance, or Commerce will be an added advantage
System Proficiency	Sound experience with accounting/ERP platforms (e.g., SAP, Oracle, Microsoft Dynamics, QuickBooks)
Accounting Knowledge	In-depth knowledge of IFRS, IAS, Company Laws, SECP rules, and listed company reporting standards
Communication Skills	Strong written and spoken English and Urdu; able to draft professional reports and financial documentation comprehensively

Experience Requirements

Area	Details
Total Experience	Minimum 7–10 years progressive experience in financial accounting, with 3–5 years at mid-management level
Public Sector/Listed Company	Experience working in limited companies worth quote, audit firms, or public sector organization with a high-compliance reporting framework preferred
Reporting & Compliance	Demonstrated ability to prepare complete sets of financial statements and handle disclosures in line with applicable frameworks
ERP System Expertise	Hands-on working experience with financial reporting and data validation through integrated ERP systems
Field Oversight	Experience in monitoring and consolidating financial reports from multiple operational locations is highly desirable

Key Performance Indicators (KPIs)

KPI Domain	Indicators
Timely Financial Reporting	➤ Monthly, Quarterly & Annual submitted to CFO within prescribed deadlines
ERP and Data Accuracy	➤ Financial entries are consistently reconciled with source documents and system controls maintained
Audit Preparedness	➤ Quality of audit schedules; minimal adjustments or qualifications post-audit
Field Reporting Quality	➤ Zone/project units achieve >90% accuracy and compliance rate in reporting under your supervision
IFRS/SECP Compliance	➤ No significant non-compliance noted in regulatory filings
Management Reporting	➤ Quality dashboards, cash flow updates, and variance analysis submitted regularly
Asset & Inventory Integrity	➤ Annual asset verification and accurate tagging with reconciliation results submitted in timely manner

Manager (Tax Compliance & Accounts)

Category	Details
Position Title	Manager (Tax Compliance & Accounts)
Grade	Management Position – M-Series (Equivalent to other functional managers under E-3 or as per HR Policy)
Reports To	Chief Financial Officer (CFO)
Employment Type	Full-time (Regular)
Location	Head Office, with liaison responsibilities involving field offices and tax authorities

Strategic Role Overview

The Manager (Tax Compliance & Accounts) will be the Company’s lead officer responsible for ensuring timely and accurate compliance with all applicable tax laws and regulations. This role includes overseeing direct and indirect tax filings, withholding tax management, responding to FBR notices, managing import/export tax issues, and assisting in tax audits. He/she will support the CFO in developing internal tax policies, enhancing tax awareness across departments, and managing all correspondence and hearings with tax authorities.

Key Roles & Responsibilities

Domain	Responsibilities
Tax Compliance (Direct & Indirect)	<ul style="list-style-type: none"> ➤ Ensure timely filing of income tax, sales tax, and other statutory tax returns (monthly, quarterly, annually).\ ➤ Oversee computation and payment of taxes and ensure proper documentation.
Withholding Tax Administration	<ul style="list-style-type: none"> ➤ Ensure proper deduction and deposit of withholding tax on salaries, contracts, supplies, services, imports, and rent. ➤ Issue certificates and maintain reconciliation of withholding taxes.
FBR Coordination	<ul style="list-style-type: none"> ➤ Draft and submit timely replies to FBR notices, attend hearings and represent the company in tax-related proceedings. ➤ Liaise with FBR field formations, customs offices, and relevant agencies.
Import/Export Tax Handling	<ul style="list-style-type: none"> ➤ Oversee taxation on imported equipment/materials and export sales, ensuring exemptions or rebates (where applicable) are properly availed and documented.
Sales Tax on Services & Goods	<ul style="list-style-type: none"> ➤ Monitor tax applicability across provinces and reconcile input/output taxes; ensure timely STRN management and invoicing compliance.
Tax Advisory & Strategy	<ul style="list-style-type: none"> ➤ Support CFO in creating internal taxation policies and tax planning strategies for cost-efficiency and compliance. ➤ Keep abreast of legal tax changes.
Inter-Departmental Tax Support	<ul style="list-style-type: none"> ➤ Guide procurement, HR, and operations departments on tax implications of contracts and transactions. ➤ Conduct internal tax awareness workshops.
ERP Tax Integration	<ul style="list-style-type: none"> ➤ Work with ERP/accounting teams to ensure tax modules are configured, regularly updated, and accurately reflect real-time tax obligations.
Audit & Assessment Support	<ul style="list-style-type: none"> ➤ Assist external/internal auditors with tax schedules, reconciliations, and justifications.

Minimum Qualifications

Requirement	Details
Academic Qualification	CA Finalist (Minimum) – Preferred: Qualified Chartered Accountant (CA) or Cost & Management Accountant (CMA/ACMA)
Specialization	Taxation laws, FBR policies, Sales Tax on Services/Goods, Customs law, Withholding regulations, and public sector taxation
System Proficiency	Proficiency in ERP systems (SAP, Oracle, Dynamics) for tax modules, and Excel for tax reconciliation
Communication Skills	Must have excellent written and verbal communication skills to interact confidently with FBR and other tax authorities
Drafting Capability	Ability to prepare replies to tax notices, hearing summaries, and internal tax guidance memos with clarity and precision

Experience Requirements

Area	Details
Total Experience	Minimum 7–10 years of professional experience with at least 3–5 years focused in tax compliance and advisory
FBR Interaction	Demonstrated experience handling FBR audits, assessments, and regular correspondence
Sales Tax & Imports/Exports	Hands-on experience in managing multi-jurisdictional sales tax compliance and taxation of import/export operations
Withholding Management	Proficient in managing complex withholding transactions, reconciliations, and vendor tax compliance
Listed/Public Sector Experience	Prior experience in a listed company or large public sector entity with SECP/FBR-related exposure is strongly preferred

Key Performance Indicators (KPIs)

KPI Domain	Indicators
Timely Tax Filings	➤ 100% submission of all monthly, quarterly, and annual tax returns within statutory deadlines
WHT Accuracy	➤ >98% accuracy in deduction, deposit, and reconciliation of withholding taxes; nil penalties
FBR Compliance	➤ All notices responded to within due dates; timely representation in hearings; minimal tax exposure due to non-compliance
Tax Audit Support	➤ Effective preparation of documentation leading to favorable tax assessments and minimal adverse audit remarks
Import/Export Tax Management	➤ Accurate application of exemptions, rebates, and duties in customs/taxation; minimal delays or rejections
Policy & Advisory Inputs	➤ Submission of at least 2 advisory notes or tax planning recommendations per quarter
Tax Training Sessions	➤ Conduct at least one interdepartmental tax awareness/training session per quarter
ERP Tax Module Accuracy	➤ Real-time tax reporting with full alignment to ERP-generated reports; no material variances

Manager (Internal Audit)

Category	Details
Position Title	Manager (Internal Audit)
Grade	Management Position – M-Series (Equivalent to departmental managers under E-3 or as per Company HR Policy)
Reports To	Chief Internal Auditor (CIA)
Employment Type	Full-time (Regular)
Location	Head Office with travel to zonal offices, field units, projects, and operational sites as required

Strategic Role Overview

The Manager (Internal Audit) will work directly under the supervision of the Chief Internal Auditor and assist in the effective implementation of the internal audit framework in compliance with Corporate Governance standards applicable to a listed company. The role entails end-to-end execution of risk-based audit plans, preparation of insightful internal audit reports, follow-up on audit recommendations, and active participation in internal control evaluations across the company’s operations, finance, HR, project management, minerals development, and royalty collection domains.

Key Roles & Responsibilities

Functional Area	Responsibilities
Internal Audit Execution	<ul style="list-style-type: none"> ➤ Plan, perform, and report on internal audits in accordance with the approved Annual Internal Audit Plan. ➤ Identify control weaknesses, operational inefficiencies, or non-compliance.
Audit Tools & Techniques	<ul style="list-style-type: none"> ➤ Apply risk-based audit methodologies and use audit software (if applicable) to perform sampling, walkthroughs, testing, and analysis.
Internal Controls & Compliance	<ul style="list-style-type: none"> ➤ Assess adequacy of internal controls and ensure compliance with SECP, SBP (if applicable), FBR, and company policies.
Communication & Reporting	<ul style="list-style-type: none"> ➤ Draft high-quality internal audit reports with clear findings, risk ratings, and actionable recommendations. ➤ Present audit issues effectively in verbal and written formats.
Board & External Auditor Liaison	<ul style="list-style-type: none"> ➤ Support CIA in fulfilling expectations of the Board Audit Committee and coordinate with external auditors where required.
Special Assignments & Investigations	<ul style="list-style-type: none"> ➤ Assist in conducting fraud investigations, special reviews, or whistleblower matters with integrity and confidentiality.
Follow-Up Mechanism	<ul style="list-style-type: none"> ➤ Track and monitor implementation of audit recommendations, prepare follow-up reports, and escalate unresolved matters.
Training & Development	<ul style="list-style-type: none"> ➤ Assist in designing and conducting internal control awareness sessions for departmental staff to enhance governance culture.
ERP/Data Audit	<ul style="list-style-type: none"> ➤ Perform IT/system-based audit procedures related to ERP accounting, HR, payroll, and inventory modules to assess integrity of records.

Minimum Qualifications

Requirement	Details
Academic Qualification	Minimum: CA Finalist or ACCA Member Preferred: Chartered Accountant (CA), Cost & Management Accountant (CMA/ACMA), or Certified Internal Auditor (CIA)
Audit Knowledge	In-depth understanding of internal control systems, audit techniques, risk management, and regulatory compliance frameworks
Communication Skills	Strong analytical and verbal skills with fluency in English and Urdu; capable of presenting audit issues clearly to management
Report Writing Skills	Excellent drafting skills with the ability to write concise and actionable internal audit reports
IT Literacy	Proficient in MS Office Suite; working knowledge of ERP (SAP, Oracle, Dynamics) is highly desirable

Experience Requirements

Area	Details
Total Experience	5–7 years of relevant experience, preferably in internal audit in public sector, listed companies, or large-scale organizations
Internal Audit Practice	Proven track record in executing operational, financial, and compliance audits independently
Sector Exposure	Experience in mining, energy, public utilities, financial services, or government sector auditing will be an advantage
Corporate Governance Compliance	Familiarity with applicable rules of SECP, Code of Corporate Governance, and relevant industry-specific laws

Key Performance Indicators (KPIs)

KPI Area	Indicators
Audit Execution	➤ Timely completion of all assigned audits as per the approved audit calendar
Report Quality	➤ Internal audit reports with well-substantiated findings, clear risk identification, and practical recommendations
Follow-Up Monitoring	➤ Implementation rate of audit recommendations across departments (Target: >85%)
Board & CIA Expectations	➤ Reports and input aligned with CIA’s strategic direction and Board Audit Committee concerns
Special Assignments	➤ Timely and discrete handling of sensitive investigations or management-requested reviews
Stakeholder Feedback	➤ Positive evaluation by departmental heads and CIA for communication, professionalism, and clarity of audit presentations
Regulatory Compliance	➤ Zero non-compliance in areas governed by SECP/internal policy due to missed audit insights

Remuneration & Classification

The role of Manager (Internal Audit) is a key assurance position falling under the Management Cadre (M-Series), equivalent to other managers (M-1) in scope and responsibility. The position is vital for ensuring operational transparency, risk mitigation, and governance standards compliance across the organization, thereby supporting the strategic oversight of the Board and the Audit Committee.

General Manager – ESG (Environment, Social & Governance)

Category	Details
Position Title	General Manager – ESG (Environment, Social & Governance)
Grade	E-2 (Equivalent to CFO, COO, CIA, GM–Operations, GM–HRM, GM–RCMW, GM–PPME, GM–BD)
Reports To	Chief Executive Officer (CEO) / Chief Operating Officer (COO)
Employment Type	Full-time (Regular)
Location	Head Office, with regular travel to project sites, community engagement locations, stakeholder forums, and national/international ESG events

Strategic Role Overview

The GM–ESG is responsible for developing, implementing, and monitoring KPMDMCL’s ESG strategy, ensuring that environmental stewardship, social responsibility, and governance excellence are fully integrated into the company’s operations, projects, and corporate culture. This role involves strategic leadership in sustainability, stakeholder engagement, compliance with ESG regulations, and transparent reporting aligned with international best practices. The GM–ESG will be a key driver in enhancing KPMDMCL’s reputation as a responsible mining and minerals development leader, supporting its long-term value creation and global investment appeal.

Key Roles & Responsibilities

Domain	Responsibilities
ESG Strategy Development	- Formulate and execute KPMDMCL’s ESG framework, policies, and targets aligned with UN SDGs, IFC Performance Standards, and ICMM principles.- Ensure integration of ESG objectives into business plans and project execution.
Environmental Management	- Oversee environmental impact assessments (EIAs) and compliance with national environmental laws and international environmental standards.- Implement initiatives for biodiversity conservation, resource efficiency, and emissions reduction.
Social Responsibility	- Design and implement community development programs in education, health, infrastructure, and livelihood support.- Ensure stakeholder inclusion, indigenous rights protection, and equitable benefit-sharing from projects.
Governance Excellence	- Strengthen corporate governance frameworks ensuring transparency, ethical practices, and anti-corruption measures.- Ensure ESG risks are addressed in enterprise risk management (ERM) systems.
Compliance & Reporting	- Ensure compliance with ESG-related legal requirements, lender covenants, and global disclosure standards (e.g., GRI, SASB, TCFD).- Publish annual Sustainability/ESG Reports.
Stakeholder Engagement	- Liaise with government agencies, NGOs, local communities, and investors on ESG commitments and progress.- Conduct stakeholder consultations and grievance redress mechanisms.
ESG Performance Monitoring	- Develop KPIs, dashboards, and audit systems to monitor ESG performance at corporate and project levels.- Lead independent ESG audits and verification processes.
Training & Capacity Building	- Build ESG awareness and capability within the organization through training, workshops, and integration into HR policies.
Interdepartmental Coordination	- Collaborate with Operations, Finance, BD, PPME, and RCMW teams to align ESG practices with operational and commercial objectives.

Minimum Qualifications

Requirement	Details
Academic Qualification	Master’s degree in Environmental Sciences, Sustainability, Social Sciences, Public Policy, or related field from an HEC-recognized university
Preferred Certifications	ESG/Sustainability certifications such as GRI Certified Sustainability Professional, ISO 14001, ISO 26000, NEBOSH Environmental Diploma, or related
Communication & Soft Skills	Strong communication and advocacy skills in English and Urdu; proven ability to influence at senior levels; cross-cultural sensitivity
Technical Competence	Expertise in ESG frameworks, sustainability reporting, environmental and social risk management, and governance compliance systems

Experience Requirements

Area	Details
Total Experience	Minimum 15 years in ESG, sustainability, corporate social responsibility (CSR), or environmental & social management, with leadership experience in policy and program execution
Sectoral Exposure	Experience in mining, energy, infrastructure, or other extractive/industrial sectors with strong ESG regulatory frameworks
International Standards	Practical experience in implementing IFC Performance Standards, Equator Principles, and UN Global Compact
Community Engagement	Proven track record in designing and delivering large-scale community development and stakeholder engagement programs
Reporting Expertise	Hands-on experience in preparing ESG/Sustainability reports for multinational or listed companies

Key Performance Indicators (KPIs)

KPI Domain	Indicators
ESG Implementation	- Achievement of ESG targets in line with corporate strategy- Integration of ESG criteria into project approvals
Environmental Performance	- Reduction in emissions, waste, and resource usage- Compliance with EIAs and environmental permits
Social Impact	- Number and quality of community development initiatives- Stakeholder satisfaction scores
Governance Standards	- Implementation of governance best practices and anti-corruption measures- Zero major governance breaches
Compliance & Reporting	- Timeliness and accuracy of ESG reports- Independent verification or assurance obtained
Stakeholder Engagement	- Number of stakeholder consultations held- Effectiveness of grievance redress mechanisms
Training & Awareness	- Number of ESG training sessions conducted- Percentage of employees trained on ESG policies

Remuneration & Classification

This position is classified under E-2 level, equivalent to CFO, CIA, COO, and other GMs, with a competitive compensation package designed to attract a senior leader with strategic sustainability, governance, and community engagement expertise.

PROPOSED STANDARD TRAINING PROGRAMS (STPs)

1. Independent Directors or other Board Members

1. Certified Directors Training Program (CDTP)
 - As mandated by SECP under the Listed Companies (Code of Corporate Governance) Regulations.
 - Offered by institutions accredited by SECP (e.g., ICAP, ICMAP, PICG, etc.).
2. Corporate Governance Orientation Program
 - Introduction to roles, duties, and legal responsibilities of board members.
3. Risk Management and Internal Controls Workshop
 - Covers enterprise risk frameworks, internal control systems, and board-level oversight.
4. Financial Literacy and Statement Analysis for Directors
 - Understanding financial statements, budgeting, and audit oversight.
5. Board Ethics and Conflict of Interest Training
 - Covers transparency, disclosure standards, and ethical obligations.
6. ESG (Environmental, Social & Governance) Awareness Program
 - Responsibilities related to sustainability, corporate citizenship, and governance.
7. Strategic Thinking and Board Leadership
 - Aligning organizational strategy with board-level decisions.
8. Legal & Regulatory Compliance Training
 - Updates on Companies Act, SECP rules, KP-PPRA, and other relevant statutes.
9. Cybersecurity & Data Governance Training
 - Oversight role in digital risk, data privacy, and information security.
10. Board Evaluation and Performance Monitoring Workshop
 - Understanding board assessment tools, KPIs, and performance review mechanisms.

Several of the training programs listed for Independent Directors are indeed extendable to key executive positions such as the Chief Financial Officer (CFO), Chief Internal Auditor (CIA), and General Managers (GMs), but with certain adaptations based on their roles, few specific trainings are recommended as below:

Specific Trainings for CFO, CIA, and GMs:

For CFO:

- Advanced Financial Management & IFRS Update
- SECP Compliance & Corporate Reporting Standards
- Treasury & Cash Flow Management
- Budgeting, Forecasting & Financial Planning
- Enterprise Risk Management (ERM)

For CIA:

- Internal Audit Planning & Execution
- Risk-Based Auditing
- Fraud Detection & Forensic Auditing
- Audit Committee Liaison Training
- Reporting Standards under Companies Act, 2017

For General Managers (Operations, Admin, Procurement)

- Strategic Management & Operational Excellence
- Procurement Regulations (e.g., KP-PPRA)
- Performance Management & KPI Setting
- Project Management Professional (PMP) Basics
- HR Leadership & Conflict Resolution

For Management Level (Head Office & Senior Leadership)

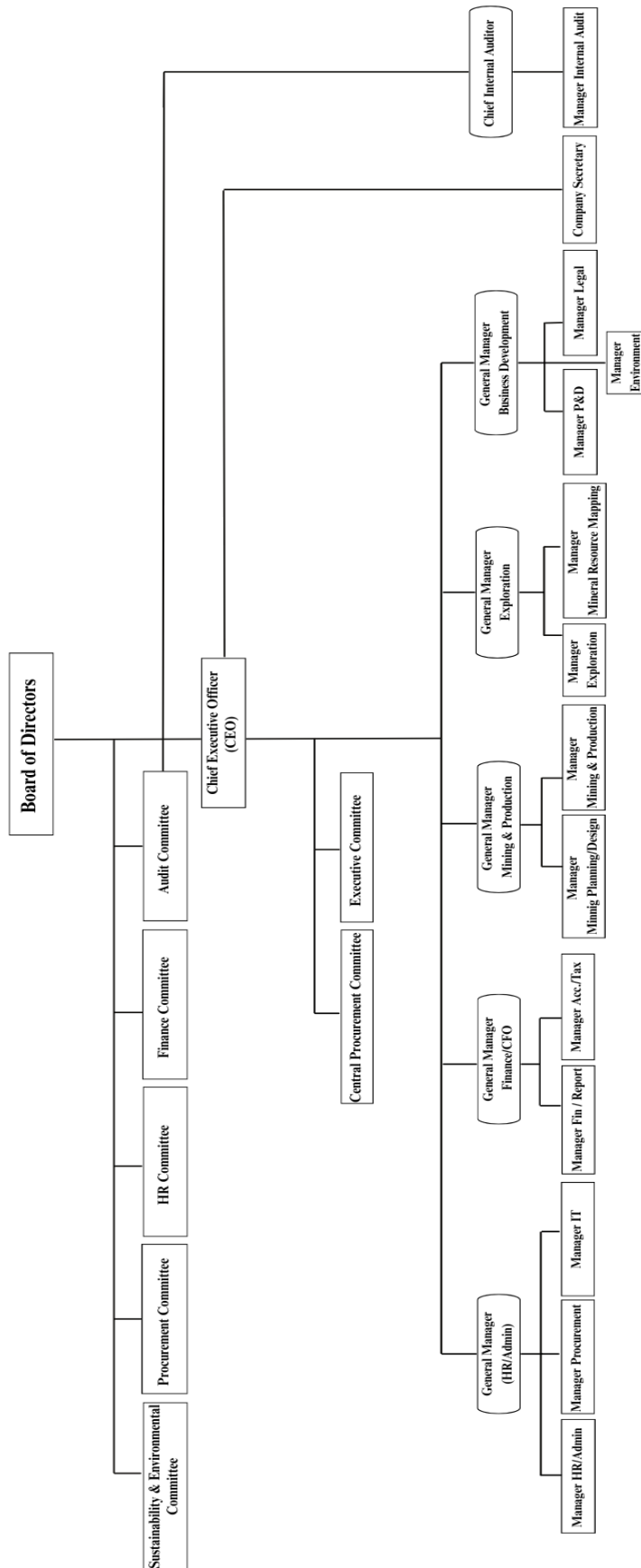
1. Minerals Sector Governance & Resource Economics
 - Focus: Sustainable extraction, market dynamics, and national mineral policy framework.
2. Royalty & Excise Duty Framework in Pakistan
 - Focus: Legal basis, calculation methodologies, reconciliation, and regulatory compliance.
3. Mining Law & Regulatory Regimes (Pakistan & Global Practices)
 - Focus: Relevant legal frameworks including KP Mines Act, 2017 and related SECP regulations.

4. GIS & Digital Resource Mapping
 - Focus: Application of spatial technologies in mineral exploration and licensing.
5. Stakeholder Management & PPP in Mining
 - Focus: Engaging investors, communities, and regulators for transparent operations.

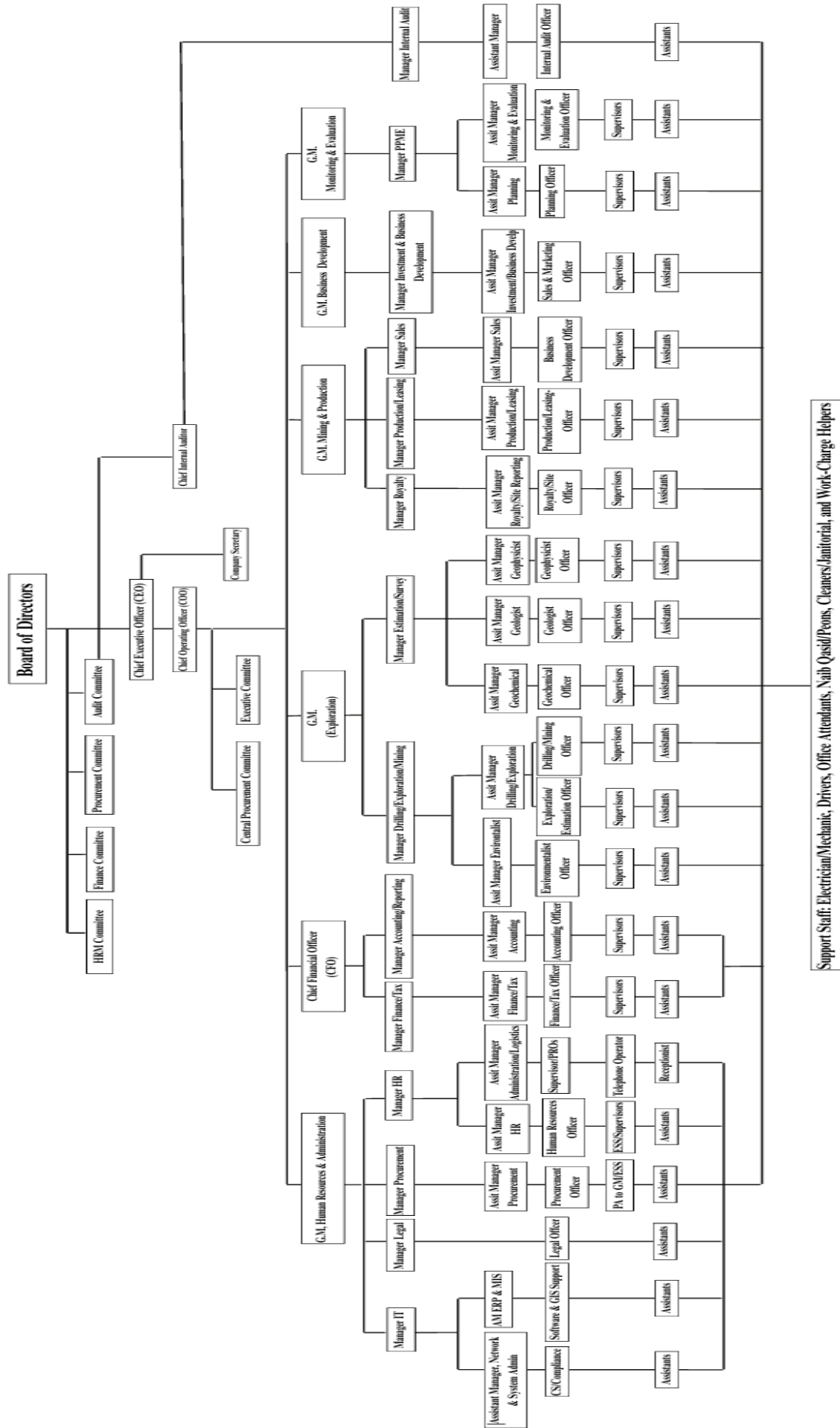
For Staff in Zones & Projects

1. Field Geology & Mineral Exploration Techniques
 - Practical training in identification, sampling, and mapping of mineral deposits.
2. Excise Duty Assessment & Field Collection Protocols
 - Ensures proper enforcement and record-keeping of royalties and duties.
3. Health, Safety & Environment (HSE) in Mining Operations
 - Mandatory for all field staff to ensure compliance with national mining safety standards.
4. Field Audit & Royalty Reconciliation Training
 - For officers assigned to check lease compliance, verify production, and reconcile dues.
5. Mine Site Operational Management
 - Includes site logistics, field reporting, contractor management, and local engagement.
6. Digital Tools for Remote Monitoring (Drones, IoT, etc.)
 - Helps staff in remote zones monitor field activities efficiently and securely.

ORGANOGRAM




 Conceived and developed by IECare Pakistan



Support Staff: Electrician/Mechanic, Drivers, Office Attendants, Nabh Qasid/Poos, Cleaners/Janitorial, and Work-Charge Helpers



IECnet S.K.S.S.S.,
Chartered Accountants & Management Consultants

A Member Firm of

IECnet Global – International Association of Independent

19-A, Jamrud Lane, University Town, Peshawar
Khyber Pakhtunkhwa – Pakistan

FirmsWebsite: www.iecnet.com.pk

Email: info@iecnet.com.pk

Phone: +92-91-5701605-7

Other Offices in Pakistan: Islamabad – Lahore – Karachi